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ABSTRACT

The publication contains descriptions of 20 Office of Economic Opportunity Youth Development Programs (YDPs). The program models represent a cross-section of program emphases. Many involve multiple program or project areas which is characteristic of the YDP. As illustrated by the models, one of the basic aspects of the YDPs is that of coordinating and mobilizing resources and community support for the programs. Each program description lists the following: name of the program, name and telephone number of a contact person, the Community Action Agency (CAA) associated with the program, and the program emphasis. Information in paragraph form is provided under five main sections for each program: problems addressed by the program, program goals, background, program organization (description of youth councils and structure of the program) and financial and human resources. Additional information (financial statements, organizational charts, and program forms) is included for some of the programs. (Author/MS)

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YOUTH DEVELOPMENT PROGRAM MODELS

A TECHNICAL ASSISTANCE PAMPHLET

Prepared by

PROJECT MAP, INC.

for

THE OFFICE OF ECONOMIC OPPORTUNITY

Pursuant to Contract B00-5205

October 1971

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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TABLE OF CONTENTS

Subject		Page
I.	Introduction	iii
II.	Program Models	
1.	Youth Development Program Pittsburgh, Pennsylvania	1
2.	Youth Services Bureau Portland, Oregon	9
3.	Youth Center and Economic Development Program Portsmouth, New Hampshire	15
4.	Drug Awareness Program and Sanitation Pest Control Omaha, Nebraska	19
5.	Youth Employment Program Denver, Colorado	27
6.	Pine City YDP Pine City, Minnesota	31
7.	Northwest TAY[illegible] Gas Station Salt Lake City, Utah	35
8.	Experiment in Experience Summer Project Duluth, Minnesota	39
9.	Rural Youth Corps Augusta, Maine	43
10.	Cooper Road Day Care Cooper Road, Louisiana	49
11.	Micro-City Government Lexington, Kentucky	53
12.	Youth Development Program Augusta, Georgia	61
13.	Youth Council Wichita, Kansas	65
14.	Rural Youth Development Program Marshall, North Carolina	71
15.	Urban Youth Development Program Asheville, North Carolina	77
16.	SANYO San Antonio, Texas	83
17.	Wateree YDP Sumter, South Carolina	93
18.	Perelandra Youth Center Hoquiam, Washington	99
19.	Youth Development Program Charleston, South Carolina	103
20.	Door-In-Door-Out Denver, Colorado	107

INTRODUCTION

The nature of the Office of Economic Opportunity's Youth Development Program (YDP) is such that a broad range of program possibilities exists for grantees and potential grantees to utilize. The purpose of this pamphlet, one of a series, is to share with the reader some of the ways that local sponsors of YDPs have chosen to develop programs. We hope that the program models which follow will serve to stimulate further development of effective YDPs and to assist program operators in planning the kinds of activities which will involve poor youth and meet the needs of their communities.

The models represent a cross section of program emphases. In many cases, they involve multiple program, or project areas, which is also characteristic of the Youth Development Program. Just as important as the program areas, however, are the experiences which Youth Councils have had, especially the problems encountered in establishing their programs. These experiences make up a unique feature of the Youth Development Program — that it is equally as important for youth to develop leadership and learn from the process of planning, implementing, and monitoring their programs as it is to mount a program itself. (Reference: YDP-1, Youth Involvement)

In analyzing the following models, the reader should notice that one of the basic aspects of these Youth Development Programs is that of coordinating and mobilizing of resources and community support for the programs. This is important to the continued progress of the YDPs.

There is another characteristic of YDPs that is important. Youth Councils often tend to start with relatively simple and modest goals and then move, as they gain experience in each program, toward more ambitious and sophisticated goals. This evolution is part of the process referred to above. It witnesses the development of Youth Council members as well as the development of the program. With this in mind program operators should not be as concerned with their program's initial level of sophistication as much as they should be aware of its direction and growth — the way in which it is growing and how it is changing.

There is no guarantee, however, that every program will necessarily lead to other, more sophisticated efforts. Just as programs do not start spontaneously, but need some sort of stimulation and assistance, this evolution will not necessarily continue without positive support from the CAA Board of Directors, the CAA Executive Director, the YDP Director and staff, and the entire community.

Youth Development Program
Contact: Robert Staten, YDP Director
Telephone: (412) 355-6300

CAA: Community Action Pittsburgh, Inc.
107 6th Street
Pittsburgh, Pennsylvania

Program Emphasis: Comprehensive, Multi-Component Program

I. PROBLEMS PROGRAM ADDRESSES

There is no simple way to categorize the problems which the Pittsburgh YDP attempts to deal with. Each target area is able to present its own set of problems, all of which will be common to urban poverty. Summary assessment of the program emphases of the Target Area Youth Councils (TAYCs) indicates, however, that the lack of employment opportunities for youth is one of the more important problems that the youth development program seeks to deal with.

II. PROGRAM GOALS

Program goals are necessarily diverse, conforming to the priorities established by each TAYC. This, of course, frames one of the goals of the total YDP which is to foster neighborhood youth involvement and development by acting as a resource to neighborhood youth.

A second overall goal of the YDP is to develop a forum for poor neighborhood youth through which they can begin to understand the commonality of some of their problems, share in planning and operating accelerated programs and seek to mobilize community resources to concentrate on solving these problems.

III. BACKGROUND

The eight CAA defined target areas in the city of Pittsburgh are marked by the massive amount of debilitating poverty often associated with major urban areas. Median annual family income ranges from $3,319 to $5,642 per family. The unemployment rate begins at 8.2% in South Oakland and ranges up to 18.3% in the Hill District. Sub-standard housing is rampant, beginning at 23.8% in Hazelwood, Glenwood and rising to 43.1% in the Hill District.

The 1970 census enumerated approximately 119,000 individuals between the ages of 14 and 25 within the eight target areas. Of this number, some 31,000 are currently enrolled in school.

As in most large urban areas, the usual number of social services programs will be found in Pittsburgh. A multiplicity of private programs sponsored by such agencies as the YMCA, the Urban Coalition and the University of Pittsburgh combine with such public sector programs as the Concentrated Employment Program, the Neighborhood Youth Corps, Department of Labor Youth Opportunity Centers, and the Natioinal Alliance of Businessmen Jobs Program. Despite this spectrum of services, Pittsburgh's staggering needs continue.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Target Area Youth Councils were originally organized by the Community Action Program YDP staff, using youth leadership involved in previously-run summer recreation programs as a basis for this organization. The sizes of the neighborhood youth councils vary as do the ages and sex of the participants.

The process of youth council organization has not always been easy. The experiences of the Southwest Youth Council in establishing their Youth Development program will illustrate this. This youth council was first organized around a tightly knit neighborhood group which was actively involved in developing its priorities for the YDP and planning the program. The council's first full year Youth Development Program was a Health Careers program which proved very successful. Four participants from this program entered nursing school. Five participants were trained and hired by city hospitals, and given meaningful technical jobs. Going into a second year of program operation, this group set as its priority another Health Careers program essentially based on the success of the previous one. As is necessary in each of the target areas, the proposal was submitted for approval to the Target Area Neighborhood Council which is comprised of a majority of adults. The Southwest Neighborhood Council sent the Health Careers proposal back to the youth council, stating that they could not approve it. The neighborhood council contended that the Health Careers program was too narrowly defined and did not represent the needs of all youth in the Southwest area. The basis for this contention was well-founded since the Southwest area is one comprised of scattered pockets of poverty and the original group of youth who had been instrumental in developing the youth councils did not represent all these pockets. The youth councils, in

turning outward to solicit assistance from other youth and to recruit them into the program, found that they shared the view of the neighborhood council. Through this interaction, the expanded youth council was able to construct an expanded career development program proposal, the Professional and Technical Careers Program. This program provided not only on-the-job training in health institutions but in local businesses and local industry for a larger population of target area youth. It was approved by the neighborhood council.

A Central Youth Advisory Council comprised of elected representatives from each one of the eight target areas has been developed. Five representatives from each of six target areas serve on the council, six representatives serve from East Liberty-Garfield, and seven representatives serve from the Southwest area. The central council meets twice a month at CAP headquarters, concerning itself with guidelines and policy as they relate to the overall youth development program, specific target area program problems, and common problems of the target area youth.

B. Structure of the Program

The YDP is staffed at the CAA level by a youth coordinator and two youth administrative coordinators. They assume responsibility for total program operation and act as technical assistance resources to each of the target area councils. The YDP is one operating program within the Community Affairs Division of the CAA. Each target area neighborhood has a youth advisor working out of its neighborhood Service Center who is an employee of the Neighborhood Coordination unit of the CAA. This means that two divergent lines of responsibility are directed down toward the youth councils, and is representative of the potential for administrative problems in operating a program of large scope such as the Pittsburgh program. And, in fact, problems have arisen for the CAA YDP staff based on this fragmented staff/youth relationship. These have been manifested by the confusion of youth councils in responding to conflicting program direction from the YDP staff and the Neighborhood Youth Advisor.

Although the YDP staff has ultimate responsibility for program operations of the youth councils, overall program administration is not totally centralized. The effect can be damaging to youth involvement and programs. The fact that a purchase order from any of the youth development programs must be processed through three CAA Departments, Community Affairs, Finance and the Office Manager, before being signed and approved illustrates the potential for damage. A specific example substantiates this. In preparing to open the two youth Boutiques for business, the Boutique's Manager sought to stock their initial inventory of merchandise. Since neither of the Boutiques had a credit rating, merchandise had to be ordered on a C.O.D. basis. Prior to arrival of the merchandise, the manager initiated the purchase order process to obtain funds to pay for goods. Since purchase orders needed to be cleared by three departments and, if over $200.00, had to be signed by two Board members, it took a minimum of ten days to process them. In the interim, if the goods arrived C.O.D. and could not be paid for, they were returned to the suppliers. The net effect threatened the total operation of the Boutiques. The CAP YDP staff responded to this organizational disfunction by establishing a revolving fund from which the youth programs would be able to draw funds to pay for goods and services as needed.

Because of experiences such as these and recognizing the problems inherent in the bulk and scope of the operations of the Pittsburgh CAP, the YDP staff is in the process of establishing a Youth Board. This will be a centralized body comprised of two representatives from each target area serving with representatives from the CAP Finance and Community Affairs Division. The Board will meet twice weekly for two hours to review youth development finances and expedite movement of funds to the programs.

While the size and scope of the Pittsburgh CAP seems to be a liability to the operation of the YDP at the target area level, it is not always so. The cooperation of the CAP Economic Development Division with YDP staff made possible the establishment of the two youth Boutiques. The division provided personnel to undertake feasibility and market studies from which the youth enterprises evolved. The input was comprehensive and constructive. Based on its initial research, this division felt that the Boutique in the Hill area would not be feasible because of area-wide proliferation of drug addiction. It feared that the presence of the many drug addicts contained in the Hill section would be a deterrent to people shopping in the Boutique. This opinion was revised when youth insisted that it was pointless to skirt the drug issue and that they would deal with drug addicts as necessary in operating the program. The Hill Youth Council also pointed out to Economic Development staff that a police precinct was located across the street from the Boutique which would serve to lessen interference from drug users. This mutually beneficial interrelation between the CAA and the Youth Council gave credence to youth involvement — necessitating the resolution of problems not previously faced by youth — and indicated a willingness by CAA staff to be flexible in supporting youth, as evidenced by their change of opinion.

Each Target Area Youth Council develops program proposals on the basis of priorities as established by youth in those areas.

The Hill District Boutique has been granted $64,000 for one year. It is anticipated that this enterprise will be self-sufficient after one year's operation under the CAA grant. In the first two and a half weeks after the shop opened, $3,300 was banked. Provisions have been made to rotate out the first cycle of trainees who work at the Boutique after a six month period, to replace them with new trainees, and then refer them to the CAA Urban Talent Development Program for concentrated add-on training and job placement.

The Lawrenceville Target Area Mod Experiences Youth Boutique is similar in nature to the Hill District Project. It has been granted $40,000 for program operation for one year. One individual manages both of the Boutiques, which buy in quantity from the same outlets in order to reduce costs.

$60,000 was made available to the Northside District to print its New Informer newspaper for a second year. The program has included journalism students from Duquesne University to assist in publishing the paper. Two trainees were placed with the Pittsburgh Courier based on their first year's experience in printing the newspaper. One trainee has been provided tuition by the CAA to attend the Pittsburgh Technical Institute and receive training in typography.

The East Liberty-Garfield Teen Canteen is housed in an existing youth center and seeks to provide training in restaurant management for its participants. There is hope that it will become a permanent facility in the neighborhood for use of all residents. The Canteen is open from 10:00 a.m. to 10:00 p.m. In its first one and a half weeks of business, the Canteen took in $300.00. Youth council members and project employees participated in conversion of the facility to the Canteen. The CAA has provided $56,000 to the Youth Council to operate the program.

The Homewood-Brushton Area Youth Center is being completely renovated by H-B Youth Council members. The building will contain facilities for recreation and education. Classrooms will be utilized for the educational/tutorial program conducted at the center. Nine graduate students from Carnegie-Mellon University, Duquesne University and University of Pittsburgh are to be employed to tutor youth 2 hours daily in algebra, physics, biology, psychology and trigonometry. Two youth council members and three teachers from Westinghouse High School also participate. Beyond academic tutoring, the youth council seeks to supplant what it feels is the inability of the public school curriculum to deal with everyday issues which affect the lives of community youth. The council has retained the Director of the City Drug Prevention Program to assist it in establishing a drug program. There is no inconsistency in this as might seem to be the case. The City Drug Prevention Program is being implemented in the Homewood-Brushton area but, due to the magnitude of the drug problem, cannot serve all those in need of assistance. The youth council drug prevention program will supplement the city efforts. The council is presently involved in attempting to persuade Pittsburgh area hospitals to provide beds for drug addicts. It is encountering difficulty in this process because the hospitals will not provide free beds and also feel compelled to report addicts to the police once they are admitted. The council is in the process of planning a day care program to be instituted at the center, and is grappling with the problems of fire and health regulations, certification of facilities, and the qualifications of staff to administer the program. The Youth Council receives $52,000 to support the center.

The previously mentioned Southwest Area Professional and Technical Careers Program receives $48,000 for its operation.

The South Oakland Youth Internship Project, funded for $40,000, seeks to couple job training with concentrated educational experience for its participants. Job development efforts are essentially confined to the Oakland neighborhood. Four participants have been placed in colleges. One trainee placed with the Education Department of the University of Pittsburgh has been accepted at Cheney State Teachers College.

The Hazelwood Dairy Bar and Grocery store is funded for $40,000. Its operation is quite similar to that of the Teen Canteen although it encompasses a larger scope of operations. Trainees who participate in managing the store will seek to utilize their training to secure full time employment.

While the individual Target Area Youth Council programs represent a multiplicity of local priorities and needs and require a considerable outlay of resources for support, the most important aspect of the Pittsburgh YDP is the Central Youth Advisory Council. Through this vehicle, YDP staff is able to concentrate resources and plan for their distribution among the local programs. The CAA staff also utilizes the setting of the CYAC to generate youth leadership through decision making and exposure of youth to the broader perspective of the YDP. CYAC members must supersede strictly local and often parochial concerns in making hard

programmatic decisions, while not nullifying the vitality of local TAYCs. The ability of the CAA YDP staff to effectively "bend administrative procedures" to meet youth needs, as previously indicated, had been instrumental in engendering the high level of responsibility assumed by CYAC representatives.

This setting has allowed the Central Council to build from its experiences and proceed toward synthesizing neighborhood interests. As the initial means to this end, two of the youth councils in target areas which are contigious have planned a picnic for youth from both areas. More substantially, the central youth council is in the process of coordinating a voter registration program which will apply to the eight target neighborhoods. Such activities coupled with CAA flexibility and utilization of its considerable resources continue to be the overriding emphasis for the Youth Development Program.

V. FINANCIAL AND HUMAN RESOURCES

A copy of one Target Area Youth Council's program budget is attached as is a copy of the budget for the Central Youth Advisory Council.

HILL DISTRICT COMMITTEE ON ECONOMIC OPPORTUNITY
HILL DISTRICT YOUTH BOUTIQUE
Program Year "C"

		Federal	Non-Fed.	Total
1.	Personnel			
	1.1 Salaries and Wages			
	1 Manager — 100%	$10,000		
	2 Sales Clerks — 100%	9,000		
	1 Cashier-Bookkeeper — 100%	6,000		
	8 Youth Trainees — 33.3%	8,112		
		$33,112		$33,112
	1.2 Fringe Benefits			
	@ 10% of Gross Salaries	$ 3,311		
		$ 3,311		$ 3,311
	1.3 Consultants and Contracts			
	Retail clothing buyer @ $7.50/hr 208 hrs $1,560			
	Public Accountant @ $7.50/hr 60 hrs 450			
	Private legal consultant @ $16/hrs 52 hrs 832			
	Advertising Manager @ $7.50/hr. 52 hrs 390			
	Graduate architect student @ $7.50/hr 52 hrs 390		$ 3,622	
			$ 3,622	$ 3,622
	TOTAL PERSONNEL	$36,423	$ 3,622	$40,045
2.	Non-Personnel			
	2.1 Travel			
	Local four (4) staff max. $10/mo @ 10/mi $480 Out of Town: (2) two trips for 1 staff for (2) days @ $120 ea/trip includes $25 per diem & air fare $240	$ 720		
		$ 720		$ 720
	2.2 Space Costs			
	Rental of three (3) floors @ $300/mo — 2017 Centre Ave., Pittsburg, Penn., 15219 $3,600.00			
	Utilities $100/mo. (electric, gas, water) 1,200.00			
	Renovation-otherwise of the first floor at 2015 Centre Ave., completion of renovation of 3 story 8,200.00			
	Rubbish removal @ $40 month 480.00	$13,480		
		$13,480		$13,480
	2.3 Consumable Supplies			
	@ $200 per/mo to include hangers, boxes, plastic bags, wrapping paper, business cards, sales slips, display posters, clothing, brochures, identification pins	$ 2,400		
		$ 2,400		$ 2,400

Hill District Committee on Economic Opportunity
Hill District Youth Boutique
Program Year "C"

		Federal	Non-Fed.	Total
2.4 Equipment and Lease of Equipment				
Security gate $600				
Lease NCR Cash Register-500				
Postage meter @ $10/mo 120		$ 1,220		
Joseph Horne Co. — adding machine; (6) mannequins, 4 display cabinets, one (1) dozen racks			$ 1,385	
		$ 1,220	$ 1,385	$ 2,605
2.5 Inventory				
Clothing, jewelry and accessories	$6,337			
Advertisement at $120 a month	1,440			
Telephone (3 lines) $60/mo plus installation & deposit	1,200			
Misc. expenses @ $65/mo for example night deposit bags, minor repairs, janitorial supplies, local promotions, etc.	780	$ 9,757		
		$ 9,757		$ 9,757
TOTAL NON-PERSONNEL		$27,577	$ 1,385	$28,962
TOTAL PROGRAM		$64,000	$ 5,007	$69,007

YOUTH ADVISORY BOARD
Program Year "C"

		Federal	Non-Fed.	Total
1.	Personnel			
	1.1 Salaries and Wages			
	1 Youth Director — 100%	$11,500		
	2 Youth Advisors — 100%	15,800		
	1 Secretary — 100%	6,800		
		$34,100		$34,100
	1.2 Fringe Benefits			
	10% of gross salaries	$ 3,450		
		$ 3,450		$ 3,450
	1.3 Consultants and Contracts			
	Consultants @ $35 a day for business orientation, consumer education	$ 1,050		
		$ 1,050		$ 1,050
	TOTAL PERSONNEL	$38,600		$38,600
2.	Non-Personnel			
	2.1 Travel			
	Local (staff) @ .10/mi (Max. of $20 ea./staff per mo) $ 720			
	Out of Town: (3) three trips for (4) youth and (1) staff member for 2 days @25 per diem and $70 average air fare ($600 ea/trip) $1,800			
	Forty (40) members—@ $5 a meeting for twenty-six (26) weeks $5,200			
	Summer & Winter retreat for staff and forty (40) youth council members @ two (2) days & two (2) nights lodging, bus travel and food expenses for each trip 2,600	$10,320		
		$10,320		$10,320
	2.3 Office Supplies			
	@ $15.00/month for twelve (12) months	$ 180		
		$ 180		$ 180
	2.4 Program Supplies			
	Athletic equipment: example-footballs, softballs, basketballs, batts, bases, catchers equipment, storage cabinets, etc.	$ 600		
		$ 600		$ 600

	Federal	Non-Fed.	Total
2.5 Miscellaneous Expense			
$25.00 month x 12 months	$ 300		
	$ 300		$ 300
TOTAL NON-PERSONNEL	$11,400		$11,400
TOTAL PROGRAM	$50,000		$50,000

Youth Services Bureau
9207 SE Foster Road
Portland, Oregon
Contact: Linda Kaeser, Youth Coodinator
Telephone: (503) 777-3824

CAA: Multnomah County CAA
4420 SE 64th Avenue
Portland, Oregon 97206

Project Emphasis: Youth Counseling; Employment; Education

I. PROBLEMS PROGRAM ADDRESSES

Court referral statistics indicate that more than 50% of all cases referred to juvenile and family courts involve offenses which would not bring adults to trial - such as running away from home, truancy, petty theft, and "beyond the control of parents". The youth who come to the attention of the court as a result of these offenses are clearly more in need of social services - for themselves and their families - than of judicial attention.

However, few if any agencies are capable or willing to work with hard-to-reach and alienated youth and their families, as an alternative to the juvenile justice system. Too often, a youth in trouble is sent directly through juvenile department processing, consisting of police-type interviews, long waits alone in hostile surroundings, change into institutional clothing and surrender of all personal effects. These are all steps which more firmly attach the label of "delinquent" to a youth; often shortly convincing him that he is certainly considered deviant or delinquent by society's standards. For the youth whose offense may have been inability to get along with his parents, or stay in school, or experimenting with drugs, or alcohol, the label of delinquent is shown to often stick, and soon more serious and repeated offenses follow.

To provide an alternative to the juvenile court system for noncriminal youth offenders, and also to examine what services might prevent youth from even coming to the attention of the courts, the Youth Services Bureau initially addressed itself to the following problems:

1. Lack of neighborhood-based counseling and referral for youth problems.

2. Unnecessary negative labeling of youth as "delinquent" through established youth services.

3. Need for positive opportunities in employment and education for low-income, alienated youth.

II. PROGRAM GOALS

As stated in the YSB program proposal, the Youth Services Bureau has three basic goals:

1. Link youth to services.

Where services are non-existent, such as family counseling for hard-to-reach youth, or direct outreach in high-rise neighborhoods, the YSB will provide the service through its own professional and para-professional staff. Where existing services can be utilized (Health Dept., Juvenile Court, Welfare Dept.), the YSB will refer, follow-up and act as the advocate of the youth in dealing with the institution.

2. Develop new resources

By using target area youth as outreach staff and para-professional counselors, new human resources in very important social services are being developed. Working together with professional agency personnel, on-loan to or contracted by YSB, these young people are learning new skills and also contributing their own expertise on youth problems.

3. Modify systems

The YSB intends to stimulate and encourage institutional change within youth-serving and related agencies, including schools and law enforcement bodies. This will be accomplished by demonstrating new and more successful approaches, such as involvement of youth who will plan and work in all aspects of the program. Furthermore, direct input from community residents, youth and adult, in the decision-making process will assure programs relevant to community's needs and priorities.

Continual involvement of key agencies through the assignment of loaned staff to YSB and interaction of agency management with community youth and adults on the Board of Directors, will be utilized as an excellent means of introducing change into those agencies.

Specific Objectives for First Year

The specific objectives of the Youth Service Bureau for the coming program year are as follows:

- link 1000 persons 12 to 25 years of age to services in:

  job placement
  family and personal counseling
  legal services
  other services as determined by need

- reduce by 25% the number of cases handled by the Juvenile Court for the YSB service area

- coordinate development of community-based youth action and issue groups involving at least 200 youth and 25 adults

- place and train 15 community youth on YSB staff in outreach, counseling, and community organization functions

- provide a training facility and program for:

  18 public health nurses
  3 graduate students in social work
  9 outreach workers

- stimulate development of one or more of the following:

  neighborhood medical facility for low-income residents of target area
  residential drug treatment and rehabilitation facility
  interim group home for runaways

III. BACKGROUND

The idea for a Youth Services Bureau evolved from an analysis of community needs undertaken by the Multnomah County Community Action Agency, target area Youth Councils, and Neighborhood Area Councils. This analysis indicated that inadequate programs and facilities for youth was an urgent problem in a particular target area in eastern Multnomah County, just outside of the Portland city limits. This area of 45,000 people, with about one-quarter of its residents between the ages of 14 and 25, was found to have the highest rates of runaways and delinquency referrals in the county. Twenty-four percent of the population had family incomes less than $3,000, and the school dropout rate was near 25 percent, almost double that of the Portland area as a whole.

To take action on the recommendation for improved youth services, the CAA and Area Youth Councils, together with cooperating staff from key agencies such as the Multnomah County Juvenile Court, began work on a comprehensive program proposal. Those who were initially involved realized that, for a program to have meaningful and lasting impact on youth problems, there must be involvement of both youth and the established institutions which serve and work with youth. Therefore, the concept of a Youth Services Bureau - planned and operated jointly by youth and agency personnel, and using both professional adult and para-professional youth staff was agreed upon.

IV. ORGANIZATION OF THE PROGRAM

A. Information on Youth Councils

There are two neighborhood Youth Councils within the area served by the Youth Services Bureau. These councils consist of youth between the ages of 14 and 25 and have over 51% low-income members. The members elect representatives to a community-wide youth council and also the YSB Board of Directors. As members of the YSB Board of Directors, the Youth Council representatives have a direct voice in program policy and decision-making for YSB. Youth Council representatives comprise 25% of the 22-member Board.

B. Structure of the Program

Operations

There are two principal operating components of the Youth Services Bureau - a counseling component and an outreach component.

The counseling component is staffed by three full-time professional counselors on loan from the Juvenile Court, assisted by paraprofessional youth counselors, and part-time agency staff on assignment from the Mental Health Division, Public Health, Family Services Center, U. of Oregon School of Nursing, Oregon Alcohol and Drug Research Project, and the Community Action Agency. Counseling is available for personal, family, and marriage problems; employment assistance, education and training opportunities; legal problems, health, venereal disease, and family planning; and drug and alcohol abuse.

A case-load of approximately 20 cases per full-time equivalent position is planned for, which is about half the case-load of standard Juvenile Department counselors, to allow sufficient time for in-depth counseling and continuing follow-up. A significant difference in counseling approach is the use of "open records", where an individual may go over his complete written file with a counselor at any time.

The outreach component is staffed by twelve young people from the target area, some of whom have previously been involved in Juvenile Court proceedings themselves. The outreach staff makes contact with youth who could benefit from YSB services, and also assists in initial contact of new referrals, and follow-up during and after counseling. Plans are presently being made to organize two drop-in centers in the target area, which would give the outreach workers a base to operate from. It has been found that completely detached outreach on the streets is very difficult to accomplish, and a facility such as a drop-in center should be much more effective in reaching a large number of youth.

The outreach staff also works with the Neighborhood Youth Council in an advisory and organizing capacity, and together with the elected representatives to the YSB Board, is a further link between YSB and the Youth Councils.

A continual in-service training program for all staff is in operation to increase staff skills and effectiveness. and encourage a complete understanding of the many aspects of YSB. For example, YSB outreach staff recently met with the Oregon State Drug and Alcohol Research Project team, to go over the team's research design, and share observations of varying counseling and rehabilitation techniques. In sessions such as these, the older "professional" staff often learns as much from the young outreach staff as vice-versa.

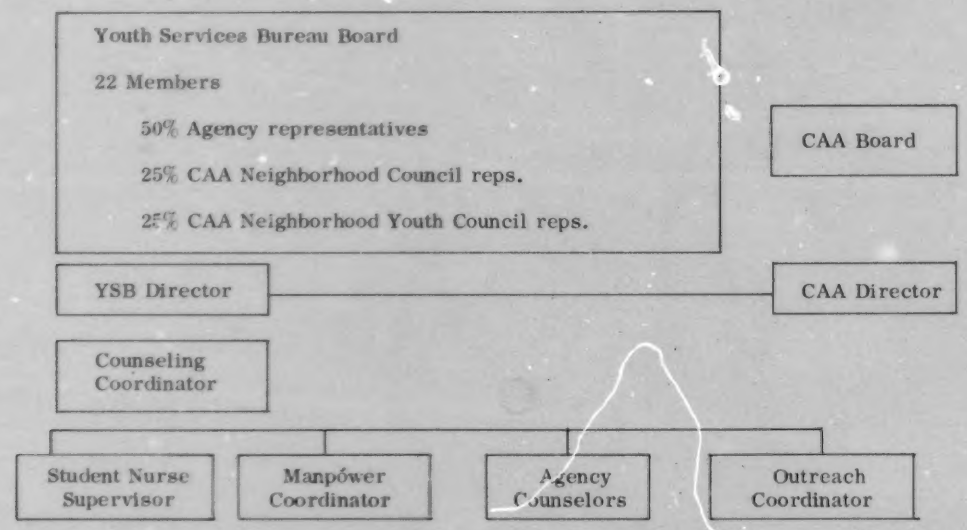
LINKAGES

The principal referral linkage is an agreement between YSB and the Multnomah County Juvenile Court which provides for court referral of certain cases to YSB. The agreement states that referral to YSB will be made predominantly in cases of behavioral offenses, such as runaway, truancy, beyond control of parent, etc., when the individual lives within the service area of YSB. To date, over one-third of counseling referrals have been from the Juvenile Court. Other principal referral sources are self, school, and family.

Linkages have been established with other Portland area drop-in centers, such as the CONTACT Center in Portland. This is especially important since many runaways from the neighborhoods served by YSB may end up in another part of the city. At that point, a call to YSB can establish some assurance of back-up support through family counseling which a young person may need to find before he will decide to contact his home. YSB is also discussing linkages with a community-based Hot Line crisis phone which serves part of the target area. It is anticipated that many of the youth calling in to Hot Line will be able to utilize YSB services.

Response from the school districts involved has been variable. Some counselors and administrators are very receptive to the YSB concept, and are referring youth who need services beyond those the school can provide. Others have been very cautious, even being reluctant to provide names of recent school dropouts for contact by the outreach staff.

Overall Management



The policy-making body for the YSB is its Board of Directors consisting of 22 members, 50% agency representatives, 25% CAA Neighborhood Councils representatives, and 25% CAA Youth Council representatives. This Board is responsible for setting the direction of the Youth Services Bureau, deciding major policy questions, and evaluating program effectiveness. Because membership is so diverse, and the agency representatives on the Board are much more familiar with Board-type operations than the community representatives, a training agenda is planned to assist all representatives in understanding each other's styles and working together effectively.

V. FINANCIAL AND HUMAN RESOURCES

From January through June, 1971, the Multnomah County Community Action Agency used approximately $11,000 in versatile funds to organize and plan the Youth Services Bureau.

For the first full program year of operation, 7/1/71 through 6/30/72, funding sources are as follows:

Federal LEAA* funds	$ 38,340	
Non-Federal matching share for LEAA		43,269
OEO funds (CAA Versatile)	29,564	
Non-Federal matching share for OEO		34,621
Total Federal funds	$ 67,904	
Total Matching funds		77,890
Total Project Budget	$145,794	

*LEAA (Law Enforcement Assistance Administration) funds are administered in Oregon through the Oregon Law Enforcement Council.

The prime sponsor for LEAA funding must be a governmental unit, and for this purpose the YSB requested that the Columbia Region Association of Governments serve as applicant agency to the Oregon Law Enforcement Council.

Matching share for the Federal grants consisted largely of on-loan staff services of professionals assigned to YSB by their respective agencies.

Staff assignments from participating agencies are:

Juvenile Court - (3) counselors, full-time
Mental Health Division - (1) psychologist, 20% time
County Health Dept. - (2) Public Health nurses, part-time
Family Services Center - (1) Marriage and Family Counselor, 80% time
U. of Oregon School of Nursing - (5) student nurses, 10% time
Oregon Alcohol and Drug Section - Research project affiliation

Outreach staff, except for some paid with OEO funds directly, have been funded through the Department of Labor's Skills Training and Employment Program (STEP) program. However, with the phasing out of STEP, YSB is now converting those positions to Community Volunteer VISTA slots, to permit more continuity, and also benefit the staff through participation in VISTA training and support. Neighborhood Youth Corps (NYC) slots are also utilized for outreach staff and office support positions.

The YSB facility is located in a block of older stores in the center of the target area. The interior of the building is newly painted and carpeted, with attractive and comfortable furniture throughout. There are a number of small rooms for individual consultation, and larger rooms for group sessions and meetings. One room which is furnished exclusively with cushions has been very useful to promote informality between staff members from different backgrounds. A large bulletin board and information table is available for those who wish to check things out themselves, and a room where refreshments are available for relaxing and socializing. It is important to emphasize that the YSB is definitely a counseling and service facility, and the building is not a drop-in center or gathering place for youth. There is no loud music, recreation or entertainment - the atmosphere is nearest to that of a very relaxed and hip social service center. However, YSB feels that to eventually reach the thousands of youth who could benefit from YSB service, a drop-in center or two at another location would be an excellent outreach and organizing method. Therefore, plans are now being developed to open store-front drop-in centers, planned and run by outreach staff and Youth Council members, as "feeders" to YSB, but each developing its own specific program format according to the interests of the youth involved.

VI. ADDITIONAL INFORMATION

For additional literature on the concept and organization of a Youth Service Bureau, contact:

National Council on Crime and Delinquency
44 East 23rd Street
New York, New York 10010

Youth Center and Economic Development Program
Contact: Mr. Robert Hammerslag,
Youth Coordinator
Telephone: (603) 436-3896

CAA: Rockingham County
Community Action Program, Inc.
South School Street
Portsmouth, New Hampshire 03801

Project Emphasis: Outreach, Counseling, Follow-Up;
Business and Management Training

I. PROBLEMS PROGRAM ADDRESSES

The initial problems addressed by the YDP staff and youth were those of providing a place for youth activities and involving those youth who were out of school and inactive. However, dropping out of school and being inactive were recognized as problems directly associated with other problems. Thus, the Portsmouth program meant to deal with added youth problems such as lack of job opportunities, drug abuse, social awareness, etc.

A major problem the program means to respond to is the inability of most of the youth to make decisions for long range benefit rather than short term gratification. To plan, set goals and comprehend the intermediary steps to attain the goals is the overriding function of the program. The Youth Council did not expect to address this problem through any particular activity or project. Rather it was viewed as important to create a matrix of experiences for youth, regardless of the particular activity, which would foster goal-oriented decisions and behavior. It was felt that youth would be able to experience the purpose and value of the program through identification with and involvement in it.

II. PROGRAM GOALS

The over-all goals of the program are to provide a context, i.e. project, within which the youth can develop their sense of decision-making and control over their own lives. The project is secondary but far from a simple expedient for the primary goal. It is important for the project to be a result of youth interest and to be something they plan and operate.

To achieve the over-all goals of the program, lesser and intermediate goals are identified.

1. To provide a center for youth involvement and identity.
2. To offer recreation within the center and make it a social gathering place.
3. To offer special interest discussions (drugs, police/community relations, sex, etc.) in the center.
4. To create opportunities for the youth to run the center and prepare for management of further activities.
5. To provide job opportunities for youth in need of them.
6. To have counseling available in the center at all times it is open.
7. To create youth input to the decision-making roles of the program and to seek representation on the CAA decision-making structure.

III. BACKGROUND

The Rockingham County CAA had received OEO funds for a manpower training program to be operated in cooperation with the Department of Transportation and the State Highway Department. That program never got off the ground due to the inability to get final cooperative decisions within the Department of Transportation. OEO funds for the training program were made available for a youth program and transferred to Program Account 59.

Among the reasons for allocating these released funds to youth activities was that youth in Portsmouth were disorganized and without a facility at which to congregate. There had been a coffee house in Portsmouth which was closed as a result of public pressure. The closing of the coffee house left youth without any place with which to identify. The injury was both real and symbolic.

The emphasis of youth activities, once resumed with the new PA 59 funds, was to focus on obtaining a new facility for youth as a means of regrouping them and beginning development of programmatic activities. Plans also called for expanding the scope of the program to include a larger number of drop-outs. (Those youth active in these initial YDP activities tended to be high school students already familiar with structured activities such as participation on student councils.)

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

As mentioned, in the beginning of YDP and Youth Council development, those involved were primarily in-school youth, especially students who typically participated in "extra-curricular" activities. The staff of the program made a concerted effort to recruit and involve out-of-school youth, and the youth center was made the focus for their involvement.

As the program and youth center became operational, and with continued efforts by the staff, the out-of-school youth became involved in the council. Gradually it developed that the council make-up became primarily that of out-of-school youth. More than 51% of the Youth Council is comprised of poor youth. The youth council meets on a weekly basis and has devoted most of its time to management of the center and development of other projects. Initially, management of the center was of exclusive interest. As experiences with the center continued, the youth recognized that a center was not all they wanted. They became more aware of their own needs as their interests broadened. Other projects came under discussion, encompassing more and more of the council's activities.

The youth council has two seats on the CAA's Board of Directors. This representation, while formal and perfunctory in some agencies, is important to the Portsmouth program. The agency's grant includes a high proportion of local initiative funds. It is important for the various program groups to be represented and to have specific plans and priorities in order to influence the arrangement of agency priorities and allocation of unearmarked funds.

B. Structure of the Program

One of the most interesting and fruitful aspects of the program is the procedures developed to involve youth in the management of the center. The goal of involvement in this program was to create experiences for the youth in making decisions based on alternatives that recognize long range benefits and that provide for the corporate good of the council and program.

A "token economy" system was instituted in the youth center. Simply, the system provided for immediate rewards for positive behavior within the center. A frequent difficulty is that it is easy to define what behavior is not wanted (too much noise, destruction of property, etc.) but it is very difficult to precisely define what behavior is wanted. It is important to define precisely negative behavior so that everyone knows the boundaries. Positive behaviour can be more broadly defined allowing for individual expression. The staff of the YDP had past experience with such behavioral designs and thoroughly recognized their potential. In the beginning the system was restricted to the use of a pool table which was the focal point of both interest and abusive behavior. To avoid any taint of external manipulation in this kind of behavior modification design, the youth themselves defined what behavior would be rewarded. Because the youth determined what was "positive" and what was "negative" behavior, an additional incentive for positive behavior patterns and its influence was incorporated into the design by the youth creating the system of rewards.

As an outgrowth of the youths expanding interests, they decided to open an organic food store. There were successful ones in nearby areas but none in the city of Portsmouth. A location downtown was found and 5 NYC slots made available to staff the store. The supplies for the store are to be gathered from local low income farmers to the extent possible. Baked goods will come from local low income people.

A question the Youth Council had to face was that of emphasis. Should it be a straight job training and economic development enterprise, or, since the natural propensity of youth will be to congregate around it, should other functions be attached to the store's operation? Such functions might include counseling and various arts and crafts. Staff recognized that the natural tendency of youth will be to include more activities. The basic issue then becomes that of youth control. The staff, though divided on the function of the store, agreed that it should open and the decisions about extended activities should be made in the context of experience. Youth agreed.

Another program allied with the Youth Council, but not directly sponsored by it, is one with the U.S. Forest Service. The program is to be worked out with the District Ranger's Office of the Forest Service in Bethel, Maine. Youth will work in the winter for 6 months and be rotated through the various activities of the Forest Service. Job rotations will include: work with timber people, marking trees for selected cutting; wildlife management; stream stocking; camp ground maintenance; and designing of camp grounds. The program is limited because of the expense. The agency will pay for the youths' expenses and provide clothing. The Forest Service will provide room and board, transportation, and training.

There are two full-time staff members in the YDP, the director and an assistant director. The assistant director provides on-site supervision at the Youth Center.

V. FINANCIAL AND HUMAN RESOURCES

Funds transferred from the aborted highway program to the youth program totalled $29,000.00 and were used in the course of the YDP's first program year for start-up activities, including staffing, organization and outreach, and obtaining the center facility. The funds represented one-time-only funding and in the second year of operation a PA 59 budget of $9,000.00 has been set. This also reflects the expansion of the Rockingham CAA's local initiative funds and the resultant reduction of earmarked funds. It is anticipated that the YDP will seek out part of the local initiative funds as its programmatic scope expands. The $9,000.00 will be utilized to stock and operate the store, provide additional funds for secondary activities, and pay a portion of the full-time staff salaries (staff of the YDP has been combined, at the CAA Central Administration level, with the CAA Manpower component, thereby reducing administrative costs to the youth program). As previously mentioned, 5 NYC slots will be filled by target area youth to staff the store.

Linkage with a Parolee Career Development Program to be administrated by the CAA is planned. This program will be funded by $32,000 of Law Enforcement Assistance Agency funds granted to the Rockingham CAA through the governor's Commission on Crime and Delinquency. The Youth Council will assume an advisory role in the program's establishment.

North Area Youth Council
1. Drug Awareness Program
2. Sanitation Pest Control
Contact: Ozzie Wilson, Youth Coordinator
Telephone: 402-341-8060

CAA: Greater Omaha Community Action, Inc.
1805 Harney Street
Omaha, Nebraska 68102

Project Emphasis: 1. Education; Narcotics Prevention; Employment
2. Community Service; Employment; Business and Management Training

Drug Awareness Program

I. PROBLEMS PROGRAM ADDRESSES

The North Area Youth Council seeks to deal with the following problems.

1. Lack of knowledge about drug use, users - drug subculture.
2. Lack of success in reducing the flow of drugs in the community.
3. Increased juvenile delinquency.
4. Lack of employment opportunities and training in marketable skill areas.

II. PROGRAM GOALS

The primary goal of the Drug Awareness Program is to reduce the spiraling incidence of drug use and addiction in the North Area. Program members will seek to sensitize the entire community to this problem, emphasizing working with public school students and staff. The long-term goal of the program will be to stimulate the development of rehabilitation programs for drug users, including in-patient and out-patient treatment facilities. No estimate is currently available of the number of people in the North community who may be involved in the Drug Awareness Program. If the program is successful, if some of its goals are met, it is safe to assume that there will be a resultant impact on the total community which might be culminated by development of needed facilities. If, in long-range terms, a comprehensive treatment program is established, the possibility of related employment opportunities, based on the Drug Awareness Program experience, should expand. And, finally, if program success is attained, institutional change, represented by a different approach to the drug problem - especially by law enforcement agencies - will become a real possibility.

III. BACKGROUND

There are approximately 20,000 youth between the ages of 14 and 25 in the target area of the Greater Omaha Community Action Agency. Of that number, approximately 50% live in the North Target Area. The North Area is predominantly black, still scarred from a past riot, and is one of the most depressed areas in Omaha. Unemployment in the area hovers at approximately 10%. The debilitating effects of urban ghetto living continue to plague the area. One of these, the trafficking and use of drugs, is well in evidence in the North Target Area. While drugs have been available in urban ghetto areas for years, Omaha, like so many other cities, has only recently begun to realize the magnitude of its problem. With increased awareness of this problem, the use of drugs has become a focal point for law enforcement agencies operating in the community. Traditionally, users, and especially youth, have been prosecuted by local courts when apprehended. Although emphasis has been shifted more recently to eliminating the source of drugs, the flow of drugs still continues. North area youth, perhaps better than anyone else, have been aware of this problem and have observed the difficulty that law enforcement agencies have had in solving it. They have seen pushers arrested only to be replaced by other suppliers: they continue to see junkies, including their peers, deteriorating daily. While realizing the difficulty in succeeding where well-equipped and trained law enforcement agencies have not, North Area youth have decided to develop a drug awareness program, to approach the problem from a different direction. The Drug Awareness Program seeks to educate the general community, and more specifically youth and personnel in the school system, about the nature of drugs and drug abuse.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The North Area Youth Council consists of youth ages 14 to 25. Council membership is open to all youth living in the North target area between the ages of 14 and 25. The prerequisite for council membership is to obtain fifteen signatures from area youth on a petition for membership on the council. Thirty-five core members are most active in council matters. The council meets every Tuesday night at the North Area Youth Community Center located at 2936 North 24th Street.

As members of one of four CAA target areas, each developing YDPs, youth in the North Area were involved in planning their program from the onset. The spirit of this participation was established when youth originally participated in writing up narratives for the projects they wished to have developed in their areas. After these narratives were submitted to the CAA program developer for development into a grant request, the youth found that they had been changed to a degree which they disliked. The resultant protest brought about changes which represented the beginning of real youth input to development of programs for their benefit.

The cohesion brought about by this positive experience allowed Omaha target area youth to perservere in forming their councils and programs in the face of unwillingness by adult CAA staff to "turn over" programs to them. This has produced a total turn about - adult commitment to the YDP is now strong.

B. Structure of the Program

The Drug Awareness Program is delegated to the YMCA satellite located in the North Target Area. The Executive Director of the satellite donates a portion of his salaried time to administer the program. Two assistant supervisors oversee the activities of four aides and one secretary conducting the program. As was said previously, the staff is made up of residents from the North Area, all of whom are familiar with drug problems. The core activities of the Drug Awareness Program are embodied in seminars held throughout the community. Usually these seminars are conducted at elementary and high schools within the community, placing emphasis on the direction of contents toward students and faculty. To support this effort, project staff have had articles about the nature of Omaha's drug problem and the Drug Awareness Program appear in local newspapers. In addition, the program makes provision for use of training consultants, physicians and psychiatrists to strengthen its impact.

The seminar format creates impact on participants by exposing them to an acute sensory medium. A kit of artificial drugs, depicting all known drugs in their usual form as found in the community, is used. A comprehensive discussion of marijuana production and methods of distribution is held. Facsimiles of the leaf are shown and the smell of burning marijuana is simulated. Project staff augment this presentation with lectures on the effects of various drugs on users and physical symptoms to look for to determine whether someone is under the influence of drugs.

Record keeping is maintained by project staff. Monitoring of the program is undertaken quarterly by the CAA Monitoring Unit. Training requests from project staff are directed to the CAA Training Coordinator. Technical Assistance is provided by the professional consultants made available by the YMCA.

V. FINANCIAL AND HUMAN RESOURCES

Linkage with the North Area YMCA satellite has been mentioned. In addition to providing administration and supervision, this linkage allows the program to offer an expanded scope of services. The YMCA provides salaries for two of the program aides, provides the physicians and psychiatrists acting as consultants, provides the facilities for the project staff to be located in, and provides some of the equipment for the project. The project budget is attached.

Drug Awareness Program

Program Year "E"

	Federal	Non-Fed.	Total
1. Personnel			
1.1 Salaries and Wages			
1 Executive Director YMCA $5/hr x 15 hr/wk x 52 wk		$ 3,900	
2 Assistant Center Supervisors $2.50/hr x 40/hr x 52 wk	$10,400		
1 Secretary $2/hr x 40/hr wk x 52 wk	4,160		
1 Aide $1.80/hr x 25/hr wk x 52 wk	2,340		
1 Aide $1.80/hr x 20 hr/wk x 52 wk		1,872	
1 Aide $1.90/hr x 15/hr wk x 52 wk	1,482		
1 Aide $1.65/hr x 15 hr/wk x 52 wk		1,287	
	$18,382	$ 7,059	$25,441
1.2 Fringe Benefits			
FICA 5.2% x $18,382	956		
W.C. .1% x $18,382	18		
Insurance 2.5% x $18,382	460		
	$ 1,434		$ 1,434
1.3 Consultants and Contracts			
Consultants - Training 5 days @ $75/day	375		
Consultants - Evaluation 6 days @ $75/day	450		
3 Physicians $18.50/hr x 100 hrs each		$ 5,550	
2 Psychiatrists $20/hr x 100 hrs.		2,000	
	$ 825	$ 7,550	$ 8,375
TOTAL PERSONNEL	$20,641	$14,609	$35,250
2. Non-Personnel			
2.1 Travel			
1 Staff 400 mi/mo x 12 mo x 10¢/mi	$ 240		
2 Conferences x 2 staff x $75/round trip + per diem @ $25 x 3 days x 2 conferences x 2 staff	$ 600		
	$ 840		$ 840
2.2 Space Costs			
$225/mo x 12 mos.		$ 2,700	$ 2,700

	Federal	Non-Fed.	Total
2.3 Consumable Supplies			
Office Supplies @ $75/staff x 4 staff	$ 300		
Postage	30		
	$ 330		$ 330
2.4 Equipment			
1 Typewriter		$ 100	$ 100
2.5 Other Costs			
Bank Charges	$ 21		
Telephone $25/mo x 12 mos.	300		
Audit	25		
	$ 346		$ 346
TOTAL NON-PERSONNEL	$1,516	$ 2,800	$ 4,316
Total Program	$22,157	$17,409	$39,566

Sanitation Pest Control

I. PROBLEMS PROGRAM ADDRESSES

The project deals with the problem of pest infestation and the lack of community resources to combat it. It also deals with the absence of adequate sanitary conditions to reduce the incidence of pest inhabitation. And, finally, it deals with the overriding problem of lack of employment opportunity for North Area residents, especially youth.

II. PROGRAM GOALS

The Pest Control Project seeks to attain four goals.

1. To provide the North Area with the means to control pests.
2. To minimize health hazards both contributing to pest proliferation and a result of such.
3. To provide a community service previously unavailable.
4. To provide employment experiences otherwise unavailable to a segment of the youth population with little chance of obtaining other employment.

Since the scope of operations for this project spans the entire community, if it succeeds, the entire community will be affected. If project goals are met, the quality of life in the entire community will have improved, and several previously unemployable community youth will be trained in a marketable skill.

III. BACKGROUND

The infestation of pests - rodents and insects - accompanies the prevalence of drug abuse as a drain on the vitality of the North Target Area.

Large numbers of rats have been dislocated from slums levelled for construction of freeways and have inhabited other areas of the neighborhood. Decaying store fronts - some in use, others not - and other gutted buildings proliferate in the North Area. They are the breeding place for pests. The spill-over effect of this breeding is inevitable. Coupled with the prevalence of sub-standard housing in the area, it leads to inhabitation of residences by the pest population. The affects of such inhabitation in urban slums are well known and documented. Given this, and recognizing that most residents cannot afford the services of professional exterminators, the Youth Council has developed a non cost to low cost pest control service.

IV. ORGANIZATION OF THE PROGRAM

A. Information on Youth Councils

(See Drug Awareness Program)

B. Structure of Program

Staff, consisting of a supervisor, secretary and four project trainees, report to the project manager at the Sanitation Pest Control facility daily at 9:00 a.m. If job orders have been obtained, these are filled immediately. If there are no job orders, the trainees attend any of a variety of classes held to increase their skills. The classes cover a multitude of program-related subjects, including recognition of the living habits of various pests, determination of the type of poison to be used to eliminate different pests, and use of mechanical devices to apply poison. Classroom techniques include the use of consultants from the U.S. Army who do contract exterminating at Army bases, guest instructors from local schools, and personnel from the City Department of Health. Consultants from the University of Omaha and Creighton University have provided the project with assistance in business procedures.

Filling job orders actually involves the use of poisons to exterminate pests. The type of method and materials varies from spraying chemicals to eliminate insects to baiting areas where rat infestation is pronounced. (The Department of Health oversees baiting operations in order to ensure maximum safety.) Youth trainees are all drop-outs with police records. Their ability to locate employment, without benefit of this program, would be severely limited. The Project Manager has been able to secure commitments from established exterminators to hire trainees after completion of training, which attests to the skills of the Manager and the quality of training offered in the program.

The Project Manager is responsible for a multiplicity of duties which includes: design of the training program and gathering of training materials, provision of much of the training itself, promotion of job orders, supervision of job performance, and assurance of safety to both the trainees and people receiving service. It is doubtful that the project could succeed without this type of intense and comprehensive administration.

V. FINANCIAL AND HUMAN RESOURCES

A copy of the project budget is attached. Non-Federal share is provided through in-kind services of Health and Program Consultants.

The project has been unable, thus far, to obtain a van to transport equipment from shop to job. The Project Manager has provided transportation with her own automobile.

Sanitation Pest Control

Program Year "E"

		Federal	Non-Fed.	Total
1.	**Personnel**			
	1.1 Salaries and Wages			
	1 Project Manager $3/hr x 40/hr wk x 52 wks	$ 6,240		
	1 Supervisor $2.16/hr x 40 hr/wk x 52 wks	4,493		
	1 Secretary $2.25/hr x 40 hr/wk x 52 wk	4,680		
	4 Project Trainees $1.80/hr x 40 hr/wk x 26 wk	7,488		
		$22,901		$22,901
	1.2 Fringe Benefits			
	FICA 5.2% x $22,901	$ 1,191		
	W.C. .1% x $22,901	23		
	Insurance 2.5% x $22,901	573		
		$ 1,787		$ 1,787
	1.3 Consultants and Contracts			
	2 Health Advisors $5/hr x 19 hr/wk x 52 wk		$4,940	
	2 Pest Control Operators $5/hr x 19 hr/wk x 52 wk		4,940	
			$9,880	$ 9,880
	TOTAL PERSONNEL	$24,688	$9,880	$34,568
2.	**Non-Personnel**			
	2.1 Travel			
	3 Staff x 300 mi/mo x 12 mos. x 10¢/mi	$ 1,080		$ 1,080
	2.2 Space Costs			
	Office and Utilities $125/mo x 12 mos.	$ 1,500		$ 1,500
	2.3 Consumable Supplies			
	3 Staff x $75/staff	$ 325		
	Pest Control Supplies	72		
	Postage	75		
		$ 372		$ 372

	Federal	Non-Fed.	Total
2.5 Other Costs			
Bank Charges	$ 46		
Telephone $25/mo x 12 mos.	300		
Audit	25		
	$ 371		$ 371
Total Non-Personnel	$ 3,323		$ 3,323
Total Program	$28,011	$9,880	$37,891

Denver Youth Development Program
1. Youth Employment Program
Contact: Mrs. Donna Hayes, YDP Director
Telephone: (303) 297-5128, 5961

CAA: Denver Opportunity, Inc.
1445 Cleveland Place
Denver, Colorado 90202

Project Emphasis: Employment

I. PROBLEMS PROGRAM ADDRESSES

The Denver Youth Employment Program addresses several problems of urgent concern to young people:

1. Lack of employment opportunities for poor and disadvantaged youth.
2. The inability of regular public and private manpower institutions to identify and place poor youth in summer and year round employment.
3. Lack of communications and understanding between the business community and the young people of the target area.
4. Lack of understanding by youth of how to apply for and hold a responsible job.

II. PROGRAM GOALS

The goals of the employment program under YDP are straightforward and ambitious.

1. To provide job opportunities for 1,100 to 2,400 poor youth from the target areas.
2. To mobilize available resources for a coordinated attach on youth unemployment.
3. To place paraprofessional employment counselors in each of the six youth centers in order to operate and coordinate the job development and follow-up efforts.
4. To bring businessmen, for the first time, into target communities to help motivate and prepare youth for employment. This is to be done through pre-employment seminars.

III. BACKGROUND

According to the preliminary 1970 census approximately 20,000 youth are eligible to participate in the Denver Youth Development Program. Six neighborhood youth centers serve the community of young people which is composed of blacks, chicanos, and whites. The neighborhood youth councils elected locally in each center target area have, on numerous occasions, cited unemployment as the most urgent problem among young people. In spite of the operation of several manpower programs including the Concentrated Employment Program (CEP), Neighborhood Youth Corps (NYC), National Alliance of Businessmen (NAB), and the Youth Opportunity Centers (YOCs), the disadvantaged youth of Denver have had considerable difficulty in locating both summer and part-time employment during the school year and in gaining knowledge of how to apply for and keep a responsible job.

The impetus for Denver's Youth Development Program was the expression of this need by virtually all the youth council representatives from various target areas in Denver.

Working closely with the YDP staff, the youth attempted to design an employment program which would complement the services being offered by other manpower agencies in the city while addressing itself directly to the special needs of young people. The result is a three-way cooperative effort between the Youth Development Program, the National Alliance of Businessmen and the Youth Opportunity Center to provide summer and year-round jobs for disadvantaged youth in the Denver area.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Youth Councils operate and maintain the centers located in six target areas throughout the Denver area. Representatives of the youth councils were actively involved in the initial discussion and planning stages which took

place early in the spring of 1971. Representatives from the Youth Development Program staff, and the National Alliance of Businessmen, as well as the Employment Service met with youth to discuss the desirability, feasibility and operation of the employment program.

Representation on the youth councils is broadly based and established through election in each of the neighborhood centers. A breakdown of each council by ethnicity, sex and age follows:

Council	Ethnic	Male	Female	Age
Aztlan	all chicano	12	7	(3) 14 yrs; (7) 15 yrs; (5) 17 yrs; (4) 18 yrs.
Au'Par	all black	9	3	(2) over 21; (2) 18 yrs; (1) 15 yrs; (7) 16 or 17 yrs.
Platte Valley	9 chicano 2 white	8	3	(6) under 16; (4) 16 to 18; (1) 19 yrs.
Westside	14 chicano	9	5	(8) under 16; (5) 16 to 18; (2) 20 yrs.
Northside	6 chicano 1 white	5	2	(2) under 16; (5) 16-18 yrs.
College View	2 white 2 chicano 2 black	4	2	(3) under 16; (3) 16-18 yrs.

Meetings are generally held monthly during the school year and more frequently in the summer as program demands become heavy. With the program in operation, the youth councils have continued to play a significant role in providing support to the counselors and job developers located in each of the target area centers and will undertake a process for developing a monitoring system and ultimately doing a thorough evaluation of the employment effort. A standard system will be used in each of the target area centers in order to maintain consistency and insure that all necessary information is collected.

Statistical records on outreach, applications, placements, and length of employment are being kept at each center. The final evaluation will be conducted by YDP central staff and NAB staff. On-going monitoring will be conducted by the YDP central staff. In both instances, evaluation will include not only statistical data but also interview with youth served by the program and employers participating in the program.

The Employment Program will be able to provide the councils with the means to deal with some of the problems encountered in their development. These problems — getting poor males interested in the YDP, attracting older youth, and attracting youth from a wide geographical area — have been found most solvable where the YDP is successful in providing services needed by youth. Since unemployment affects youth of all ages, sex and ethnicity, an employment program is a positive step in dealing with the three problems encountered by the councils.

B. Structure of the Program

The Denver Opportunity Youth Development Program is a cooperative effort enlisting the resources and abilities of three federally funded organizations. First, the National Alliance of Businessmen has undertaken the task of obtaining 1,800 commitments from member businesses to open jobs for disadvantaged youth in the summer of 1971. The Employment Service through its Youth Opportunity Centers has agreed to assist in providing job development and listing services as well as doing outreach through the YOCs located throughout the Denver area. Finally the Youth Development Program, operating through its six neighborhood centers, and in close contact with disadvantaged youth, will take the major responsibility for all outreach efforts as well as provide job development and follow-up on the commitments obtained through the National Alliance of Businessmen. The program began to take shape early in the spring with the signing of a cooperative agreement between the National Alliance of Businessmen, the Youth Development Program, and the Youth Opportunity Centers. Several local civic-minded organizations agreed to make telephone solicitations to all the employers in the Denver area to obtain commitments for summer jobs. By late May, 1,800 commitments had been obtained through this effort. Thus began the process of follow-up and conversion, or the clarification of the specifics as to exactly what jobs would be available, the rate of pay, skill levels, and other requirements. This conversion operation took place through a central headquarters staffed by individuals from each of the three cooperating agencies. A list of current openings is published and distributed daily to each of the neighborhood centers, where the youth

are in touch with the counselor and job developer located in the center. The referrals are cleared through the central office to insure that each job is not overloaded with referrals. and the candidates are minimally qualified. The job developers and counselors then make the appropriate referral to interviews in various businesses throughout the community. Assistance is routinely provided in assuring that the young person can locate the site of the interview, will arrive on time, and that he can reasonably be expected to understand the job and what will be required in order to perform adequately.

Seminars are held from time to time in each of the neighborhood centers, with local businessmen participating in order to discuss problems of employing disadvantaged youth and to provide some insight and expertise to program administrators. Topics such as dress, regularily of attendance, tardiness, long hair, job performance and wages are discussed in an informal exchange between youth and local businessmen.

In addition to the prime cooperating agencies, the Youth Employment Program has enlisted the assistance and resources of the Denver School System in identifying disadvantaged youth who are in need of summer employment. Considerable publicity has been obtained at no cost through local television stations, newspapers, and through brochures and wires distributed throughout the target areas. The selection criteria for the program is that the youth should be in school or returning to school in the fall. Counseling is available for drop outs to urge them to continue their education in the fall in whatever educational facility they choose. Additionally, referrals will be made to other programs which could serve them, including the Neighborhood Youth Corps.

The emphasis throughout the programs has been on the use and development of paraprofessionals as job developers, counselors, and coordinating and follow-through staff. Young people have filled all the slots for job developers and counselors in each of the target area centers. The staffs at each locale have been trained in counseling of youth and given instructions and guidance in follow-up of converted jobs, in working with employers and with youth to the best advantage of the program. The success of this philosophy is most clearly demonstrated by the number of weekly placements on jobs as well as the success in reaching disadvantaged youth in need of employment. (Prior to the outreach campaign conducted through the Youth Development Program, jobs pledged by the National Alliance of Businessmen had been unfilled in previous summers, due to the inability of traditional institutions to effectively contact and serve the disadvantaged young people.) Careful data is being maintained on each referral to insure that the program may be continued in the school year and re-established the following summer. Transportation to and from employment sites, where required, will be provided through carpools and bus tokens provided by the National Alliance of Businessmen.

V. FINANCIAL AND HUMAN RESOURCES

The Youth Development Program portion of the summer employment program is funded with a Federal share of $31,000. This money is used primarily for the salaries of staff located in the target area youth centers as well as the central staff of a coordinator and secretary. In-Kind contributions to the program have been numerous and range from publicity to volunteer youth support, and the use of donated facilities, equipment, and materials. The extent of coordination between Federal, State, and local agencies has been outstanding. A copy of the agreement reached between Denver Opportunity, the YOCs, and the Denver National Alliance of Businessmen is attached as an example of a well-thought-out and defined interagency relationship.

Note: The summer employment program was unable to place as many youth in jobs as projected. This was due to the difficulty of mounting a major city-wide project and the complexity of institutional interrelationships. The experience, however, was far from a negative one and the youth councils are planning a year-round program.

AN AGREEMENT BETWEEN DENVER OPPORTUNITY,
YOUTH OPPORTUNITY CENTER, AND THE DENVER
NATIONAL ALLIANCE OF BUSINESSMEN
FOR OPERATION OF THE 1971 SUMMER YOUTH CAMPAIGN

Be it hereby resolved that these, the afore-mentioned organizations, will cooperatively work to provide:

1. A broad letter campaign.

2. Assistance in a broad telethon.

3. Personnel (DO, 7; YOC, 10) for pledge conversion, said conversion of pledges to be maintained at Job Pledge Conversion Control. The total number of personnel assigned to Pledge Conversion will depend on need, availability of personnel and agency discretion.

4. It is agreed that NAB will furnish an individual for staffing Job Pledge Conversion Control with clerical personnel supplied by DO. If YOC so desires, they may provide an individual to work with the staff at Job Pledge Conversion Control.

5. It is hereby understood that pledge converters will be working out of the Job Pledge Conversion Control, and will pick up job pledges each morning and report back that evening. This will be done on a daily basis throughout the duration of the conversion period. Any problems encountered by pledge converters dealing with unrealistic pledges, etc. should be referred daily to the NAB staff.

6. All job referrals will be cleared through a Job Central Control Unit. This unit will be staffed by both DO and YOC. Verification of all referrals will be done at this Central Control location within 24 hours.

7. An updated listing of open job orders will be provided on a daily basis to YOC and DO locations. This listing will provide job order number, job title, hours of work, pay and, if pertinent, employer specifications.

8. As employers hire disadvantaged youth, a form letter will be sent to the employers by NAB from information supplied by Central Control thanking them for their participation. A hotline will be maintained for the purpose of providing assistance in counseling, transportation, and any additional assistance. The telephone number will be made available on the form letter.

9. A consolidated monthly report will be provided from Central Control to NAB which would indicate (a) number of openings received, (b) number of referrals made, (c) number of hires, (d) additional comments or other pertinent data.

10. It is agreed that all orientation of staff relative to pledge conversion and job referral will be done jointly by YOC, DO, and NAB.

In all phases of this program, Denver Opportunity, Youth Opportunity Center, and NAB will work cooperatively in setting up procedures in participating in all activities and in resolving any difficulties that might arise. Each agency's participation will be limited only by its ability to provide manpower, its initiative and imagination. It would seem imperative that all parties concerned agree that this program was designed for disadvantaged youth. Therefore, every effort should be made to insure that disadvantaged youth will in fact be referred to all job openings.

s/Donna Hayes	s/Robert Hase	s/Willis Brown
Donna Hayes	Robert Hase	Willis Brown
Director of Youth Activities	Manager	Metro Director
Denver Opportunity	Youth Opportunity Center	NAB

Pine City Youth Development Project
Mission Creek Boys' Home
Contact: Mr. Dan Mayer, Youth Coordinator
Telephone: (612) 235-0850

CAA: Lakes & Pines Community Action Committee
47 North Park
Mora, Minnesota 55051

Project Emphasis: Human Resource Development; Business and Management Training

I. PROBLEMS PROGRAM ADDRESSES

This project attempts to deal with some of the problems confronting multi-problem youth. Specifically, it attempts to assist in a comprehensive process of rehabilitation for such youth. More generally, it seeks to give them meaningful participation in and administration of an economic development venture essentially of their own design. Ultimately, it seeks to assist them in becoming healthy, productive members of their community.

II. PROGRAM GOALS

1. To increase the income of the residents of the Mission Creek Boys' Home.

2. To generate an increased flow of income to the Mission Creek Boys' Home project, and to utilize profits for a variety of supportive activities, e.g., additional recreational equipment, additional camping trips, and the development of a fund to finance higher education for residents.

3. To provide meaningful work experiences for the residents, leading to distinct possibilities for fruitful employment and full participation in the labor market once the residents have left the home.

4. To make more comprehensive the supportive services available to the home residents to insure full rehabilitation.

III. BACKGROUND

Seven rural counties encompassing 18,600 square miles make up the service area of the Lakes and Pines Community Action Committee. Of the seven, three are among the poorer counties in Minnesota; of the three, Pine County is the poorest. Statistics for the service area attest to the magnitude of poverty. The percentage of families with incomes less than $3,000 per year ranges from 20% to 50%. Substandard housing exists at percentages varying from 15 to 34%. Unemployment in the male civilian force begins at 10%.

The problems confronting the seven county community are not unusual for a rural area: isolation of communities where they exist, and an otherwise scattered poverty population; difficulty or lack of transportation; out-migration; and lack of employment opportunities. Although out-migration of young people is a constant problem, demanding program efforts to make it worthwhile and practical for youth to remain in the area, a recent related phenomenon has been encountered. Out-migrating youth are re-migrating to rural areas because of lack of employment opportunities in metropolitan areas. This intensifies the need for developing supportive programs for youth.

Social service programs for youth are few. The CAA-administered NYC program has a limited number of slots. Program such as 4-H, Future Farmers, and Future Teachers do not effectively reach poor youth. Prior to the Youth Development Program, no concerted efforts on behalf of youth had been undertaken in the seven county area.

The Pine City Project developed out of this context as one of three youth development projects operated by the Lakes and Pines Community Action Committee. It represents a concerted effort to deal with the problems of a limited number of youth in an area where programmatic concentration is essential to produce effective results. This is borne out by the great difficulty encountered by the CAC in attempting to gather youth together in formal organizations which cross county, or even town, boundaries. The insular nature of communities throughout the seven counties coupled with a scattered balance of population have impeded the CAC's efforts to establish county or target area youth councils. A community-wide youth council involving representatives from the seven counties is almost a physical impossibility, especially when the difficulty of transportation is considered.

Narrowly defined, it is an economic development project which involves production and marketing of machine-lettered signs used to denote historical sites, camping trails, state parks and forests. More broadly defined, it is an experiment in human resource development—the product of a relationship between the CAC and the Mission Creek Boys' Home and their kindred concern for the problems of youth.

The key to the development of this relationship is the resident population of the Boys' Home. All come from poor families, most from multi-problem families; all are referred to the home, and most are on probationary status after arrest. Once at the Home, the residents particpate in the operation of a production dairy farm on a part-time basis. Some of the rest of their time is involved in filling part-time jobs created by NYC slots in surrounding towns. Those in school continue their education; those not in school are counseled to return. Since the overall rationale for referral to the Boys' Home is rehabilitation, it would seem that the spectrum of supportive services afforded the boys would assure such rehabilitation. Two problems have prevented this, however.

First, the amount categorized for the youth to spend on themselves—$6 a month—from county welfare payments to the home proved insufficient. This was manifested by several incidences of theft involving residents of the home. Second, the administrators of the home and the CAC determined that the level of influential participation by the residents in the operation of the farm was insufficient in itself. It was felt that an added level of design, implementation, and participation by the young men in a project essentially devised by themselves would add a dimension to the overall process of their rehabilitation.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The Youth Council in this particular instance conforms to the population of residents at the Pine City home and includes ten males between the ages of 13 and 21. In addition, three neighborhood youth have voluntarily affiliated themselves with the program and sit on the Youth Council. Representatives from the juvenile corrections agencies of two counties, family service agencies from three counties, a five-county mental health clinic, and the Judge of Probate from Pine County serve in an advisory capacity to the Youth Council. Although the idea for the structure of the program emanated from the Community Action Agency, its manifestation as an on-going program was left subject to approval by the youth involved. All youth were involved in the study which preceded development of a product; and before a decision was made as to what the final product should be, many alternatives were explored. It is interesting to note that the feasibility study and market analysis disclosed that only one other manufacturer of the lettered signs was operating in Minnesota and complained of more business than he could handle.

The members of the home meet once a week with the juvenile corrections officer and a clinical psychologist. At that meeting a portion of time is devoted to the Youth Council and program activities.

B. Structure of the Program

Project activities are dovetailed flexibly with the other activities and responsibilities undertaken by the residents of the home. On any given day, however, four to five residents may be found working in the shop designing signs for production, producing and finishing their products. Responsibility for operation of the sign-lettering machine has been given to one of the older members of the home. Beyond this specific designation, the attendant duties and responsibilities for production are handled on a rotating basis by those members working in the shop.

Those members of the home not involved in production at the shop are involved in selling and marketing the product on an on-going and rotating basis. The administrators of the home transport the sales force within a forty mile radius to sell signs and to develop markets for the signs. In the process of marketing the signs in this area, Mission Creek Wood Products has developed a new use for the signs. They have developed a directory format for use in listing names and addresses of home owners living on the many lakes in the area. This replaces the usual disorderly collection of handmade signs found at lake entrances.

Bookkeeping and accounting are the responsibility of one of the residents under the supervision of one of the home administrators who has accounting experience.

The Youth Coordinator makes it a point to provide added supervision and assistance on a weekly basis.

Generally speaking, overall production activities and all attendant supportive activities are predicated by the amount of business which has been generated by the sales force. At this point, such activities tend to be cyclical and vary accordingly. The focus of the program at this point is on expanded markets in order to generate the kind of income that will make possible some of the suggested activities previously mentioned.

V. FINANCIAL AND HUMAN RESOURCES

Coordination with other public agencies is an integral part of this program. As has been mentioned, a variety of other agencies are involved directly in terms of referring boys to the home and supporting them thereafter. At this time, the relationship between the project and the CAA is that of a flexible, decentralized operating program of the CAA. Given the special nature of the project, the prevalent feeling is that it should not have a delegate status. It is, however, distinctly possible that such status will be put into effect once the program is self-sustaining.

The Lakes and Pines CAC has set up a loan fund from its overall YDP budget for use by individual projects. Timetables for repayment are to be established once the projects begin to achieve success. In the case of the Pine City project, an initial loan was made to start up the projects as follows:

Letter Cutting Machine	$ 1,100.00
Table Saw	90.00
Miscellaneous Hand Tools	50.00
Miscellaneous Raw Materials	410.00
Facility Renovation	350.00
TOTAL	$ 2,000.00

Subsequent expenses for materials and payment of salaries to project members have come from income generated by sale of signs.

No other funds, private or public, are directly involved in project administration, although county funds are provided to support the boys at the home and stipends are made available when residents are able to fill NYC slots.

In-Kind services to this project consist of a portion of these consulting services provided the whole YDP.

The project uses the facilities of the Mission Creek Home including a renovated production shop and vehicles owned by the Home owners.

Northwest TAYC
Gasoline Service Station
Contact: Steve De Julio, Youth Coordinator
Telephone: (801) 359-8741
Other Contacts: Andy Gallegos, Director of Neighborhood Operations
Salt Lake CAA
Telephone: (801) 487-3641
Jim McCoy, Service Station Manager, and Volunteer Program Developer
Telephone: (801) 487-3641

CAA: Community Action Agency for Economic Opportunity
2033 South State Street
Salt Lake City, Utah 84115

Project Emphasis: Business and Management Training; Job Training; Work Experience; Job Development

I. PROBLEMS PROGRAM ADDRESSES

The Northwest TAYC addresses the following problems:

1. Lack of interest by area males in the YDP. The youth council for the Northwest target area has traditionally been about 90% female — not unusual for a YDP. One of the major reasons for the suggestion of running a service station was to get more males in the youth council and program.

2. There is not enough money for the activities the youth council would like to sponsor.

3. There is a serious unemployment problem among area youth.

4. There is a lack, even within NYC, of job training and work experience opportunities that can prepare young people adequately for decent jobs.

II. PROGRAM GOALS

Program goals and priorities are as follows:

1. To provide youth with job training and work experience in auto mechanics, service station operation, and some related areas such as bookkeeping.

2. To provide opportunity for youth to earn money first at the YDP station, and later at privately owned stations.

3. To develop job contacts for alumni of YDP experience.

4. To earn enough money to maintain service station operation, so that more youth can have the opportunity to participate.

5. To send some youth to Mobil Oil's manager's school.

6. To provide more meaningful work sites for NYC.

7. To make enough profit to spin-off new programs.

A number of potential benefits may be realized from the attainment of these goals.

Since the service station is a work site for both NYC and the Utah Office of Rehabilitative Services (ORS), it is an opportunity to experiment with new modes of training in settings that are more specifically designed for learning.

Mobil Oil Company has put a "dead" station back in operation and will receive its standard percentage of the gross on gasoline sales, plus its take on tires, batteries, etc. In addition, it reaps all the other less tangible benefits, such as an improved public image, and the opportunity to recruit some of the youth for their stations.

Many of the youth in the program have their first opportunity to feel a part of a business enterprise.

The target area community is provided with auto repairs at a reduced rate.

The larger community is provided with a place for some young people to be employed in constructive activity, building their own program, and in the long run, the station, and its offshoots could provide revenues to supplement city, county, and federal youth programs with new projects designed by youth themselves.

III. BACKGROUND

The Northwest target area of Salt Lake City has a total population of 26,114, roughly 20% larger than the combined totals of the other three target areas. The area is almost entirely residential, with some light manufacturing and retail operations interspersed. On the near West side a slightly heavier concentration of industry is located along the railroad tracks that run roughly North and South through the city. Little in the way of sources for employment, or training programs exists in the area, and adequate transportation to provide access to potential sources in other parts of the city is lacking.

Population density is relatively low with single family housing predominant. Northwest has the highest substandard housing rate (28.5%) of the four target areas, but also has a relatively large middle class black population. In Salt Lake City, approximately 6-1/2% of the population is Chicano, and 1-1/2% is black. The Northwest area is the most completely integrated area of the city, with black, brown and white participating in CAA programs. Two factors not at all unique to this part of the country, but certainly to the country as a whole, exist. One is that a large number of migrant farm laborers (predominantly Chicano) live in the area, and the other is that the area is highly integrated. Both of these factors tend to create difficulties for people attempting to mount and maintain an effective anti-poverty program. It has been extremely difficult, even in the very recent past, to find ways to bring the three groups (black, brown, and white), together to work toward mutual solutions.

One frequent manifestation of this problem is found in the participation figures for agency-sponsored programs. Generally speaking figures for white participation are quite low. This is not ususual for poverty programs. On the other hand, black and brown participation fluctuates greatly, not only in absolute numbers, but also in their percentage of the total participation in the program. This fluctuation seems to be related to two factors. The first is that people are more likely to participate in a program directed by someone of their own ethnic group. The second is that the participants are more likely to join the group and to remain active as long as their ethnic group is a majority within the total group.

Three area programs oriented for youth have been quite successful, especially in terms of large participation figures and the ability to serve all ethnic groups. One sponsored by several agencies is community-wide boxing. Although not as popular as it once was, it is still a strong program. (The Director of Neighborhood Operations for the CAA was a Golden Gloves boxer, the Assistant Coordinator of the Northwest area was a promising young professional several years back; and the Director of one of two city Multi-Purpose Centers has been a boxer, trainer and coach for many years). The second successful program is the athletic leagues sponsored by the Roman Catholic Church. These are well organized, and get a large turnout from all secions of the community.

The third program is the Community School on the Near West Side. Athletics are a large component here, too, but there are also classes in everything from cooking to Black History.

Originally the YDP was started by the CAA to supplement other recreational programs. With the impetus of changes in the OEO guidelines for P.A. 59, the program organized a youth council, which proceeded to try to find ways to finance a field trip at the end of each summer to Northern Mexico and Southern California. Many of the young chicanos had never seen old Mexico, and many of the young blacks had never been in a large urban ghetto. In addition to the benefits to be derived from visiting these specific places, it was hoped that sharing the experience would bring about closer relationships between the three ethnic groups involved.

One of the projects used to raise funds is the operation of a cafe during the summer months. Basically a hamburger, coke, and ice cream stand, it has been successful as a popular gathering place for the youth of the community. There have been three major areas, however, where success has been rather limited.

1. The cafe doesn't make a lot of money (perhaps $400 net this year).

2. Very few of the young men in the area work there.

3. It has limited value as a job training site, providing job slots for seven girls.

As youth have become more sophisticated in articulating their needs through Youth Councils, they have set forth three priorities.

1. Income
2. Job training and
3. Work experience.

The establishment of the gas station operation is a concerted effort by youth to meet these priorities.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The Northwest TAYC is made up of any and all youth who regularly attend meetings and who meet OEO guidelines as spelled out in Instruction 6168-1a. There are 25-30 youth who regularly participate. Of these, three are NYC enrollees at the service station and four are NYC enrollees at the cafe. 2/3 of the council members are female, 1/3 male. 15% are 14 years old, 21% — 15, 35% — 16, and 25% — 17.

Full council meetings are held at the CAA neighborhood center, across the street from the cafe, approximately every three weeks. The executive committee meets irregularly but frequently, about twice a week, and usually at the CAA center or cafe. The executive committee (6 youth) met quite frequently with the CAA staff to develop the plans for the project, and the idea for the project came, originally, from the council itself.

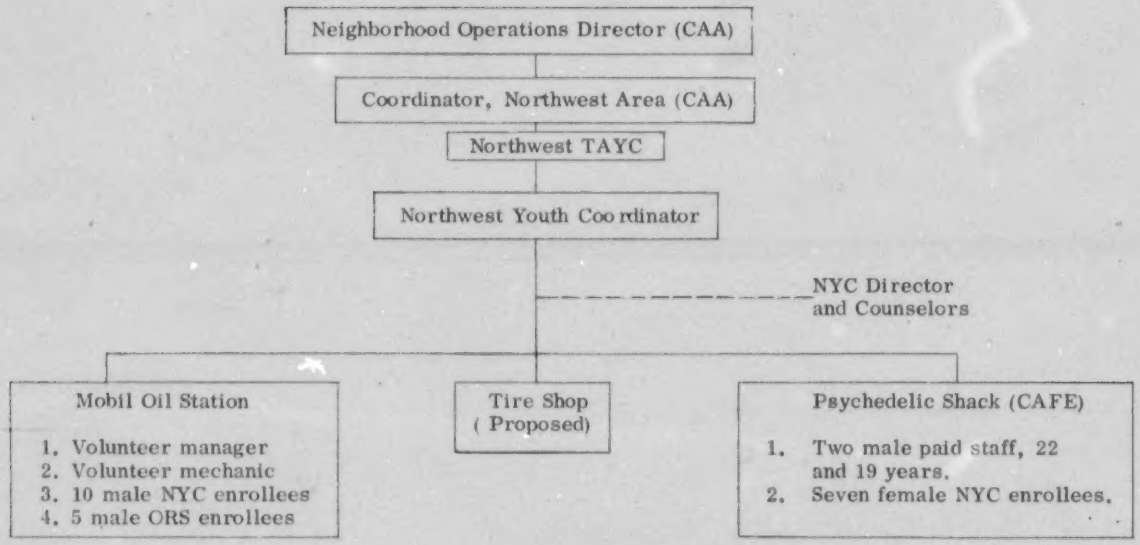
The biggest problem in organizing the council was getting males involved. Starting work on the gas station idea attracted several of them.

Four problems were overcome in developing the program.

1. Lack of operating funds. (A small sum of capital had to be borrowed from the CAA to supplement the PA 59 budget.)
2. Lack of availability of skilled management. (Word of mouth recruiting was used to obtain the services of a volunteer manager and a volunteer auto mechanics instructor.)
3. Lack of business and management expertise. (Some volunteer consultants in business management were needed, so the Dean of the School of Business at the University of Utah was approached for assistance. Students in the M.B.A. program have volunteered, and will receive academic credit for working the project).
4. Lack of criteria for business decisions. (This problem has not been solved yet.) Careful research is being conducted to facilitate making several legal decisions in such matters as how much independence to grant the project, and how best to establish a revolving loan fund to develop and eventually spin-off similar ventures.

B. Structure of the Program

The CAA has no formal job descriptions on file for those people directly responsible for the projects; as they are all part time or volunteer. The youth coordinator and the two paid staff at the cafe were selected by the TAYC from among many candidates they had interviewed. Basic qualifications were ability to relate to disadvantaged youth, some program experience, and some college experience. Duties are primarily to assist the youth council in developing program ideas and making linkages with agencies and individuals that may aid the program. (Information on volunteers in the service station will be detailed in Section V.) Record keeping centers around development of MIS reports. An accounting firm handles the bookkeeping. Monitoring is being performed by the Director of Neighborhood Operations for the CAA. The program is evaluated by the staff and participants in weekly meetings, and by the TAYC bi-weekly. Training design calls for some of the participants to receive training in bookkeeping, management, and sales promotion, and it is hoped that some of the profits can be diverted into a scholarhsip fund to provide continued education. The district manager for Mobil covers a five state area and selects four people each six weeks to attend a management course at Mobil's training center. Graduates are guaranteed jobs as assistant managers or managers. He has indicated he will send two young people from this station each time that the program can provide him with qualified candidates. Staff are all part time, and either students or volunteers, who will not need training or upgrading programs.


Neighborhood Operations Director (CAA)
Coordinator, Northwest Area (CAA)
Northwest TAYC
Northwest Youth Coordinator
NYC Director and Counselors
Mobil Oil Station
1. Volunteer manager
2. Volunteer mechanic
3. 10 male NYC enrollees
4. 5 male ORS enrollees
Tire Shop (Proposed)
Psychedelic Shack (CAFE)
1. Two male paid staff, 22 and 19 years.
2. Seven female NYC enrollees.

V. FINANCIAL AND HUMAN RESOURCES

A. Budget

PA 59, Federal share totals $7,200.00. Rent, supplies and stock for the cafe account for $1,000.00. Renovation and stock for the gas station have cost $800.00. Of the $5,400.00 remaining, 2/3 is allocated to part-time salaries at the cafe, 1/3 to the gas station. In addition, the CAA loaned the gas station project $500.00 to pay for the first gasoline delivery and provides $50.00 monthly for the station manager's salary. Total startup costs for the gas station will be approximately $3,500.00.

B. Facilities and Equipment

The service station is being leased from Mobil for the standard return on volume of gasoline sold. The station had been vacant for four months, so Mobil doesn't expect high volume for several months, but is optimistic over the six-month forecast, and figures anything they make on this is "found" revenue. Some tools were bought with P.A. 59 money, and ORS trainees will have tools supplied by ORS.

C. In-kind Services and Linkages

1. $12,000/yr. in training stipends for ORS trainees has been promised.
2. NYC enrollees and ORS trainees are being used, and are supervised and counselled by their staffs.
3. The CAA has provided loan and technical assistance.
4. Employment service staff stationed at North West Multi-Purpose Center will be used for job development.
5. Informal agreements have been reached with several potential employees.
6. The single most important factor in developing the gas station program has been the volunteer staff used to manage it and provide training to youth. Without them to also assure Mobil Oil of safety, supervision and expertise in setting up the station, it is doubtful that Mobil would have participated. Volunteers such as these, who have time to give to such a program, are not easily found and, in this instance, the YDP was extremely fortunate to find them.

Experiment and Experience Summer Program
206 City Hall
Duluth, Minnesota 55802
Contact: Mr. Frank McCray, Youth Coordinator
Telephone: (218) 727-2943

CAA: Department of Economic Development
408 City Hall
Duluth, Minnesota 55802

Program Emphasis: Environmental Education

I. PROBLEMS PROGRAM ADDRESSES

Experiment in Experience addresses itself to three basic problems of youth in Duluth - employment, education and the ability to effect meaningful social changes in their community. Since these problems are not seasonal, the YDP is a year-round effort. The summer program is but one part of the total program.

II. PROGRAM GOALS

1. to sensitize participants to social problems and the difficulties of effecting changes in community life;
2. to exhibit the role of influence, social status and prestige in effecting the cause of community action;
3. to involve students, or residents of their community, in the process of time utilization, including:
   - A. resource allocation,
   - B. information use and control,
   - C. planning and analysis,
   - D. "selling their ideas,"
   - E. decision making,
   - F. social change,
   - G. problem solving,
   - H. evaluation and endorsement;
4. to permit participants to formulate strategies and tactics, both individually and collectively, in solving their own and the community's problems;
5. to create awareness of and the ability to extrapolate the problems facing communities and the procedures available for solving them;
6. to stimulate leadership and initiative among participants;
7. to formulate points of view which enrollees may encounter in their community;
8. to help the enrollee cope with himself and his relationship to the world of work, his relationship to people, and his relationship to the community;
9. to help the enrollee improve himself through first-hand practice in techniques of basic communication, how these affect his total well being, and how he can achieve a better understanding of himself and others through communication;
10. to help the enrollee improve himself through practical experience at a meaningful job, at a well-supervised job site.

III. BACKGROUND

The Department of Economic Development, Duluth's public Community Action Agency has conducted the Experiment in Experience (EIE) summer program since June of 1968. The program emphasized cultural and

recreational activities in 1968 and 1969. One hundred and twenty in-school youth 14-18 years old were involved.

In the summer of 1970 program emphasis changed to training and employment. A youth tutoring youth program was utilized, the specifics of which were: classes in group process skills, cinematics, tutoring math and science in the elementary school and tutoring arts and crafts and recreation in the elementary school.

Since many of last year's enrollees returned to the 1971 EIE Summer program, YDP staff felt that their experience should be broadened.

The target area for enrollee recruitment in Duluth corresponds to the boundaries of the city's Model Cities area. Youth between the ages of 14-25, eligible under current OEO income guidelines, are potential participants. Highest priority is given to in-school youth, since there are three on-going federal and state programs for out-of-school youth in the area. Special consideration is given potential dropouts.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Two councils, a Target Area Youth Council (TAYC) and a community Youth Council, (CYC) each meet monthly. The age span for youth in both councils is 14-18. Each council has 10 members, broken down as follows: TAYC, 3 black, 1 indian, 6 whites; CYC, 4 black, 3 indian, 3 white. All participants are reimbursed for travel and given a fixed stipend for participation in the monthly meeting.

B. Structure of the Program

Environmental education has been selected to achieve program goals. The subject is current, but youth are not concerned with its currency, rather the impact it will have on their lives and the lives of those who live around them. Before setting up the youth environmental education, or ecology, program, several things were considered. The essential consideration was an approach to take in mounting the program. This was important because Duluth has a conservative public and because much has been done on improving the environment. YDP staff and youth did not want to duplicate efforts. After thorough discussion, they decided to offer classes in ecology, photography, art, and cinematics.

In the ecology class the enrollees were divided into two sections. The first section was strictly practical, and the enrollees decided on a specific problem, the solution of which they thought necessary, and would increase the environmental and aesthetic values of the earth. The second section of the class covered environmental research only. The enrollees in this class have done statistical studies of certain animal patterns, insect life and water quality. They also served as the resource center when problems arise, which need analysis.

The still photography class was an important link in the program. In this class the youth shot and developed their own photographs. The primary mission this summer has been to document ecological activities by developing photo essays. The class will also initiate projects by taking pictures of environmental and ecological problems which need community treatment. Much of this activity will take place in the fall.

The "environmental" art class has been designed to provide an outlet for the enrollees' need for self-expression. Further, the enrollees were taught how to make art objects out of found, or very inexpensive, materials. And finally, the enrollees were taught how to teach art to smaller children.

The cinematics class was designed to put some of Duluth's environmental problems before its inhabitants. To do this the enrollees are in the process of writing, filming, editing, and producing a color and sound film for television, to be shown on local television this fall. It is hoped that copies can be disseminated to the public schools. Money for the film was given by a Duluth citizen, and the film is being developed by WDIO-TV, a local station. Mashim Film, Inc. loans the project its cameras and equipment. WDSM's and WDSE's editing equipment has been offered for the editing of the film. Technical assistance from KDAL-TV is available, but none has been needed since the cinematics instructor holds a masters degree in film making.

Summer project participants are employed while in school for the balance of the year as classroom tutors, library pages, clerks, or day care aides. Ten members of the research project will be employed to continue it. Combined EIE and NYC funds are used to pay stipends.

FOLLOW-UP

This summer many Duluth teachers participated in an environment workshop, and many of the summer participants will be assigned to these teachers as tutors when they return to school. The teachers are committed to youth and the preservation of the environment and feel that a youth tutor could be of help to them. The photography program will continue; projects will be further defined, and related research undertaken. Information dissemination will continue. A youth speakers' bureau will be formed to speak to various groups.

The environmental research group will provide information to classroom tutors, student or adult organizations, and will help formulate next year's summer program. Finally, the cinematics class will continue until early fall when it will be terminated because of the lack of funds to support it.

Participants receive a stipend of $1.50 per hour for 20 hours a week through NYC slots.

V. FINANCIAL AND HUMAN RESOURCES

The total budget for the annual youth program is $105,228. The federal share is $73,740, non-federal, $31,488.

The non-federal share represents: $18,341 of in-kind volunteer assistance from teachers, the school librarian and assorted volunteers. The city of Duluth provides fringe benefits, hospitalization, life insurance, and workmen's compensation in the amount of $3,238. In addition, the city provides office space, office equipment, and furniture to the project. The total non-personnel non-federal share is $9,909.

Many other related resources have been mobilized and are not claimed as part of the non-federal share. As previously stated funds were donated to produce the project film, local television has donated expertise and equipment, and a film company has donated photographic equipment. One-third of the project director's salary is provided by the city of Duluth.

Maine Rural Youth Corps
OEO - Executive Department
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Project Emphasis: Human Resource Development

I. PROBLEMS PROGRAM ADDRESSES

The major problem that the Rural Youth Corps (RYC) attempts to address is that of out-migration of youth from poor and rural areas of Maine. Out-migration is a manifestation of or response to other problems of the areas. Youth would not leave if there were reasons to stay. RYC's purpose is to provide alternatives to the debilities of rural areas, to find reasons for youth to stay.

The dual focus of RYC fosters local self help programs for youth (chapters) and training and educational opportunities for them (training components). Because small communities in poor rural areas lack many resources for youth (recreational, social, employment, etc.), RYC promotes the creation of local chapters to bring the youth together and, with staff assistance, develop local initiative efforts aimed at these problems. Since higher education and skilled job training opportunities are usually available only in the larger cities, RYC provides a manpower training component where training in skill areas that relate to job needs in rural areas is stressed.

II. PROGRAM GOALS

While the two components of the program serve the same population and complement each other, their goals reflect their separate emphases. The goals of the chapter component are:*

1. To provide youth with a direct voice to the Governor and state government.
2. To allow youth the opportunity for direct involvement in community and state affairs.
3. To increase communications between young people and the community-at-large.
4. To promote maturity through fulfilling group-designated responsibilities and through performing leadership roles.
5. To provide young people with a Youth Corps center (when needed) -- a place of their own -- a place to go and do things.
6. To initiate community service projects.
7. To place emphasis on youth involvement and decision-making in the operation of the chapter.
8. To offer youth the cooperation of state agencies in various projects.
9. To initiate interest and cooperation between youths of different chapters in different parts of the state.
10. To offer a medium of exchange of ideas and concern between youth of different areas.
11. To allow youth the opportunity to express their feelings on and to develop projects in recreational, educational, community service, and personal development.
12. To reach drop-outs, counseling and informing them of educational, training, and apprentice opportunities available to them.
13. To reach the elderly and needy in outreach areas informing them of services available and offering a helping hand.
14. To allow youth the opportunity to have county and statewide projects.

*Maine Rural Youth Corps Chapter Information Handbook

15. To allow youth from all chapters of the state a means of expression on educational, economic, social and other issues of concern in the statewide Youth Corps monthly newspaper.

The training component of RYC has, in addition to some of the above, the following goals:

1. To provide training in selected job areas of marketable skills in Maine.

2. To offer training that can lead toward higher educational opportunities.

3. To provide personality-oriented training that will lead toward increasing self-adjustment.

4. To encourage the continuing education of enrollees by providing high school and/or college credit for the RYC training program.

5. To serve Maine's rural communities through projects and assistance to maintain their environment (forests and sea coast).

6. To create special high school courses and assist in the development of college level courses of study of the environment leading to an Associate of Arts degree. (This program is for high school drop-outs.)

III. BACKGROUND

The Maine Rural Youth Corps was first funded in 1968 by the combined efforts of the U. S. Department of Labor and the Office of Economic Opportunity. It is the first statewide effort to seek out and involve rural youth in their own communities while providing them the opportunity to work with state agencies and speak, as a group, directly to the Governor.

The Governor of Maine first conceived of the Rural Youth Corps as a means of providing substantial local opportunities for youth and, thereby, creating alternatives to the severe out-migration from the poor rural areas of Maine. RYC operates in the six contiguous northern-most counties of Maine (Aroostook, Piscataquis, Penobscot, Somerset, Hancock, and Washington). They are the most isolated and among the poorest counties of Maine. Their combined land area comprises one-half of the state of Maine. Their unemployment and high school drop-out rates are among the highest in Maine. One of the counties, Washington, loses 42% of its young people by out-migration.

RYC's program provides a dual thrust: organization of young people in small rural towns and development of educational preparedness and manpower training for youth in job areas of local interest and demand. The Governor endorses the Rural Youth Corps by including it as part of his executive office.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils (Chapters)

In the northernmost counties of Maine, in small rural villages, RYC has promoted the development of youth programs organized by and operated by youth -- an experience that is usually found in only the largest cities. Now more than 2,500 of Maine's rural youth participate in Rural Youth Corps Chapters.

Each RYC Chapter is made up of members between the ages of 13-21, who democratically elect their officers, President, Vice President, Secretary, and Treasurer. Meetings are held approximately every two weeks. Each chapter develops programs for their community and, in some cases, programs are developed in cooperation with state agencies.

Two state-wide youth conferences have been held with representatives from chapters discussing local problems and progress. Chapters have acquired an increased feeling of belonging to a state-wide organization and display great interest in the young people in communities other than their own.

A Governor's Youth Task Force was established by the RYC to provide direct communications between youth, the Governor and the state legislature. Members consist of youth between the ages of 16 and 24 from a cross of socio-economic, educational and geographic backgrounds. Meetings have been held monthly and a Task Force Report was presented to the Governor in May of 1971. Additional youth concerns are expressed at the state level through RYC staff membership on the State Vocational-Educational Advisory Council and the Interagency Commission of Drug Abuse.

The RYC Field staff (coaches) initiate the organization of local chapters. Their approach usually follows one of two procedures. They may enter a town cold, assess the local conditions and needs, and, when necessary, approach the various organizations of the town to determine interest in a local Youth Corps chapter. The other approach is a product of the growing reputation of RYC. Increasingly, local towns will initiate contact with the RYC coach and ask for a visit and the development of an RYC chapter. In either case the initiative of the local youth becomes a guiding factor in the development of the chapter. It is the by-word of the RYC coaches not to actually "operate" local chapters or impose on the youth something other than what their own interests and needs dictate. The solidarity of the local chapter is dependent upon the investment of the youth. Just as true, the nature of program activities reflect the diverse interests and characteristics of the various towns. There are currently 28 chapters of the Rural Youth Corps, each one an individual reflection of its particular youth and town and not a carbon copy of other chapters.

B. Structure of the Program

This year, the Rural Youth Corps, in keeping with Maine's priorities and the interest of the chapters, will place its program emphasis on environmental improvement. A particular effort is being made to encourage projects which will directly benefit low income families and youth, varying from job training and job development in the environment (with paper companies and state and private agencies) to cleaning up polluted clam flats which, in the past, have been a source of total income for many families.

Recreation and Wayside Parks

Rural Youth Corps Chapters have received land, or offers of land, to be converted into wayside parks and recreation areas for public and tourist use. Potential sites, at this time, include Milford, Maine (6 acres for a baseball field and picnic tables), La Grange (5 acres for a park), Bradley (2 acres for a wayside park), Hermon (woods land for a camping park), Eastport (town land for a wayside park on the coast), and Fort Kent (5 acres for a RYC farm).

Another RYC chapter has considered the restoration of rundown recreational areas. This program also is to explore the possibilities of obtaining large tracts of land from paper companies which might retain ownership while allowing their use for recreational purposes. In all programs, particularly those supported with RYC funds, special efforts will be made to use actual planning and construction as job training opportunities for the youth involved.

Clean Up Campaigns

A staple of a local chapter's community work, the RYC has operated regular clean up campaigns in Woodland, Stonington, Deer Isle, Presques Isle, and Eastport, Maine, to name a few. Most of this work has been done on main roadsides and some has included local cemeteries.

Planting

In cooperation with the State Forestry Service and with technical assistance from the state and private concerns, such as paper companies, RYC will seek to develop a new local awareness of good forestry practices. Projects to plant new forests are currently being considered on town land in Woodland and Eastport. Under this same program with state agencies, it is also possible to purchase large wild berry bushes for replanting as sources of feed for wild birds.

Recreational Areas

In special projects, the RYC has been requested to participate in reopening, for public use, a mountain trail near South Berwick in Southern Maine, although no local chapter has been organized there as yet. In Eastport, the RYC chapter will work to reopen a recreational area formerly used as a tenting facility for summer tourists. It is important to note here that the State Parks and Recreation Department is working closely with the RYC and has urgently requested its assistance in many more areas because of its ability to mobilize local support and resources.

Wildlife Protection

In some areas, local RYC chapters, or their members, have become involved in state and USDA programs to stock trout streams and raise pheasants, and to haul hay by snowshoe to deer and moose areas. In addition, RYC chapters may work on programs to raise feed and build specialized bird houses for wild birds such as the Rubythroated Pine Snitch and the Saltwater Pigeon, whose populations appear to be dwindling in Maine.

Community Education Projects

Although the RYC has concentrated much of its attention on the rural dropout whose opportunities are severely limited by geography, it also seeks to fill a need for participation among rural students whose school bus must leave immediately after school in order to make trips up to 40 miles away. (This virtually prohibits extracurricular activities for rural students unless their parents can afford a separate trip to school -- often a luxury in rural Maine.) Films, expeditions, campaigns to promote use of returnable bottles and biodegradable detergents, and organic farming projects are some activities now underway.

Structure of the Training Program

The training program for youth in manpower services is jointly sponsored by OEO and DOL. Training is conducted in two six month cycles with 25 young people in each cycle. During the first month of the cycle, each person receives a weekly stipend of $38.00 plus $5.00 a day for room and board for training located at the University of Maine. Enrollees are selected in cooperation with local Community Action Agencies (CAAs) and the Maine Employment Security Commission. The remainder of the training consists of 5 months field work on a mobile team (made up of one leader and five trainees) in on-the-job training with local service agencies, three days a week, and organizing youth into local chapters, two days a week.

The University resident training is designed to develop self-confidence and leadership skills. The program format includes the world of work, Human Resource Training, testing, counseling techniques and experience, planned group recreational activities and leadership training. It is limited to enrollees from low income backgrounds with preference for high school dropouts from rural schools. The training for this year is to be directed toward the environment and opportunities will be sought to provide further skill training to those who seek to become technicians in environmental work such as forestry land management and serving as Rangers. All applicants are initially processed through the Maine Employment Service which also participates in the program job development efforts.

Efforts are being made to establish special training programs to be operated entirely by industry through the National Alliance of Businessmen (JOBS) program. This cooperative effort with industry will be based on a definite number of jobs to be open or created for the RYC graduates. To a large extent these arrangements will be made with the national paper companies operating in Maine or other industries operating in Maine's woods and forests and on the coast.

Administration and Coordination of Components

The two components of the RYC, chapters, and manpower training are structured differently to reflect their particular activities and goals. They are, however, closely coordinated in four (4) important ways:

1. the administration of both is under the central RYC office in Augusta, Maine;

2. the program staff overlaps as the coaches work with both components;

3. recruitment for the training component is from the chapters as well as the Maine Employment Service and CAAs; and

4. approximately 40% of the trainee work experience is with the coaches working with chapters.

All RYC chapters are affiliated through their representation on the statewide RYC Board which includes the Governor of Maine as its Honorary Chairman. Each chapter operates as a local autonomous organization, however, and selects its own projects and activities. It receives technical assistance and other program support from the RYC County Team consisting of an RYC Coach and up to five trainees. The county teams are coordinated by Rural Youth Corps Central Headquarters in Augusta. Cooperative programs are arranged with other state agencies and support for local chapter projects is also sought at the state level through this office.

V. FINANCIAL AND HUMAN RESOURCES

The OEO allocation to the RYC is $100,000. The non-federal share is $40,700, most of which is in in-kind contributions. OEO funds pay for the staff of the program including a director (paid through state PCOYO funds), assistant director, field director, 4 coaches, and part-time youth assistants. Because of the expansive area covered by the RYC the transportation costs are high ($11,680) and paid for by OEO. There are 150 local adult volunteers and parents who work with chapters, whose time is valued at 5 volunteers per chapter for 6 hours per month for 30 chapters ($21,600). 25 consultants, most all of whom are faculty at the University of Maine, work

with the training program of RYC. Their services are valued at $3,750. The in-kind contribution of local towns, in providing meeting places and supplies for RYC, is valued at $6,500.

Cooper Road Day Care Center
2643 Cooper Road
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CAA: CAP-CAB, Inc.
Medical Arts Bldg.
Shreveport, Louisiana 71101
(Bossier and Caddo Parishes)

Project Emphaisis: Employment, Early Childhood Education

I. PROBLEMS PROGRAM ADDRESSES

The most important problem this day care program deals with is the need to continue a facility and program which will allow people desperately in need of employment to obtain such. In addition, it will respond to the need for employment opportunities within Cooper Road for community youth and the need of local residents to develop marketable employment skills.

II. PROGRAM GOALS

1. To provide quality day care services to community children.
2. To provide employment opportunities to community members, especially youth, through staffing the program.
3. To develop marketable employment skills for program employees through their participation in the program.
4. To allow youth to develop their potential through planning and operating the program.
5. To continue provision of a much needed service to a community with little political strength and few resources.

III. BACKGROUND

Cooper Road is an unincorporated area outside the city limits of Shreveport, Louisiana inhabited by 2,200 residents. Only 6 to 7% of its inhabitants earn incomes above the poverty line. 90% of the people living in the area, many of whom are immigrants from farms and plantations, have not completed more than a fifth grade education. The labor force is largely comprised of unskilled workers. Industry which could provide employment to residents is non-existant and 95% of these employed go outside the community to work.

The police jury is the governing body for the Parish within which Cooper Road lies. The lack of a formal community government affects the quantity and quality of social services available to the community. (Its unincorporated status makes it ineligible to receive certain grants). In spite of payment of taxes, there are no parks or recreation areas in the community, no street lights, nor paved sidewalks and streets. Water and sewer services are expensive. The $3,000 provided annually by the police jury is inadequate to maintain a paid Fire Department. The Community Action Agency is training residents to become fire fighters. These trainees comprise the bulk of the community's Volunteer Fire Department.

Residents contribute to the umbrella United Fund agency on their jobs outside Cooper Road and receive no benefits because no agency exists in their community to receive UF money.

Welfare workers in the area service 200-300 families each. The bulk of services which are available to the community has come through CAA-sponsored programs, including a Neighborhood Service Center and Legal Services.

The Youth Development Program was initiated because of the imminence of the loss of one of Cooper Road's few service programs. The operators of a private day care center were going to shut it down because the day care program was not economically sound. The need for day care service, to enable employable parents to work, was obvious to community residents. The Cooper Road Council, a civic organization, held meetings to discuss the impending crisis. Several youth related that they had heard about day care programs run by 4-H in other areas. When the CAA informed youth that there were funds available to structure a YDP, the basis for the Cooper Road Day Care Center was established.

In this instance, the Youth Development Program served as the recipient of funds otherwise not available to the community. Youth, in fact, set aside their own collective need in order to meet an immediate need of the greater community.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Some leadership for the Youth Council was provided by the youth initially involved in discussions about the day care program with the Cooper Road Council. Other members were recruited from area schools and by word-of-mouth. 12 members, including 7 elected officers, comprised the original Youth Council. The Council now numbers 35 members, approximately equally divided among males and females, whose ages span 14 to 25 years. Regular meetings are held at the day care center monthly, with other meetings scheduled as needed.

The Youth Council assumes a partnership role with the Cooper Road Council in administering the day care program.

B. Structure of the Program

Once the Youth Council was in place, application was made to the CAA, CAP-CAB, Inc., for funds to begin organization of the day care program. $4,000.00 was provided to hire staff and rent the facility. 30 children were initially enrolled. Welfare payments through AFDC, to a maximum of $52.00 per child per month, were made to the center to support 15 of these 30. The current enrollment is 54, 41 of whom provide the center with AFDC funds. Among the students are children whose mothers are participating in a Work Incentive Program (WIN) which would not be possible without the provision of day care.

The Day Care Program initially employed 4 fully qualified, degreed professionals—an administrator and 3 program teachers—none of whom could be retained because of insufficient funds to provide their salaries. (The program budget is derived wholly from the YDP funds and AFDC payments.) In order to continue, the program has had to link itself extensively to other resources.

Five high school students are employed as teachers aides and are paid through the CAA in-school Neighborhood Youth Corps (NYC) program. Three high school drop-outs are utilized as teachers in the program and are paid through the CAA out-of-school NYC program. Their ages range from 16 to 21 and all participate in night classes, through the NYC program, to attain high school equivalency. They are trained through an In-Service Program administered by Day Care Program staff in conjunction with consultants provided by Southern University. In addition, Day Care program staff are seeking to establish a Career Development program for staff through use of Southern University's resources. College work-study students will be supplied the Day Care program for the academic year 1971-72 and will work on-site half days each weekday. This will allow the drop-out teachers to attend equivalency classes during the day and lessen the transportation problem attendant to night study.

A fourth NYC out-of-school participant will be utilized to replace a teacher previously made available through the Skills Training and Employment Program (STEP) administered by the local State Employment Service. This has been necessitated by the phase-out of the STEP.

The project employs 3 salaried staff paid out of the combined YDP/AFDC budget: a Head teacher who coordinates the activities of the other 4 teachers, a cook, and a bus driver.

Children are provided a comprehensive health examination once enrolled in the program. Their usual daily activities involve the provision of interspersed educational and recreational activities. They are provided a balanced diet and rest periods twice a day. Their classroom activities are augmented by provision of field trips. They are provided transportation to and from the center. Their ages range from 2 to 5 during the school year and 2 to 12 in the summer.

Bookkeeping and record keeping are undertaken by project staff with technical assistance from the CAA.

The Youth Coordinator also functions as Project Director for the Day Care Program. She carries out both roles on a volunteer basis, since there are insufficient project funds to provide her a salary.

V. FINANCIAL AND HUMAN RESOURCES

Salaries for the Head teacher, cook and bus driver are derived from the YDP/AFDC budget. Non-personnel costs are also borne by this budget. All other resources, i.e., teacher and teacher aide slots, consultants, are provided by linkages (NYC, STEP) or as in-kind services (consultants from Southern University.)

Micro-City Government
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CAA: Community Action Agency of
Lexington and Fayette County, Inc.
866-A Georgetown Street
Lexington, Kentucky 40505

Program Emphasis: Citizenship Development; Community Service

I. PROBLEMS PROGRAM ADDRESSES

The YDP seeks to deal with the "traditional problem" of lack of direction and involvement of youth in programs designed to guide their progress toward adulthood and self-sufficiency.

II. PROGRAM GOALS

To provide youth with the opportunity to create and operate their own institution;

To increase the awareness of the larger community (especially adults) about the YDP;

To encourage the city of Lexington to set up a youth advisory council which will give youth a stronger voice in local government; and to mobilize increased resources from all sources to support the Micro-City government.

III. BACKGROUND

Micro-City is the result of the willingness of youth in Lexington and the surrounding rural areas to communicate among themselves, support one another, and maximize the use of meager resources. $700 had been generated by these youth through a monthly dues-paying process prior to any formalized organizing. While the programs developed were necessarily limited by lack of funds to support them, target area youth had used the opportunity to gather to develop cohesion and dedication to seek the resources to improve the quantity and quality of youth activities.

The Lexington Chapter of C.O.R.E., Inc. sponsored a "Cool Summer Program" designed to provide recreation for the city's low-income youth. This program provided target area youth with additional means to obtain resources for comprehensive youth programs and furthered their process of communications and organization. They used the base provided by the summer program to continue discussion of youth problems within the community and to formulate their programmatic priorities. By the end of the summer of 1970, youth were well organized. Their priority for dealing with their problems and improving their relationship to the greater community was to develop a formal structured organization. Officers were elected and regulations established.

Dissatified with the level of self-discipline generated by the initial organization, the target area youth agreed to reorganize into a unit of self-government, patterned on a court system. A Judge, Prosecuting Attorney, Defense Attorney, Jury, Court Clerk, and Case Workers were established as elements of the system.

The rationale for development of this organization was that area youth felt that the first step in improving youth/community relations and in increasing the impact of lobbying for youth activities was to institute self-government among themselves.

While recreation continued to be the essential program area for youth activities, a substantive move towards increased responsibility was undertaken by the youth organization. They generated the idea and demonstrated the need for an additional branch library and suggested that it be named after Martin Luther King. This was accepted by the City of Lexington. $1,200 worth of reading material was selected and obtained by the youth as evidence of their commitment. Municipal officials responding by establishing increased bookmobile services to the target area.

Technical assistance to the youth judicial system was sought from city officials. This resulted in a youth system so effective that a relationship with the city court was established whereby selected youth offenders were referred to the youth court for intervention, disposition and follow-up.

Buoyed by such successes, youth sought to escalate their activities. They broadened the scope of their organization, evolving from a model legal organization to one patterned on the municipal government of

Lexington. They made application for funds from Community Action Lexington — Fayette County, Inc. under program account 59 and secured a $25,000 grant for one year's operation, from December 1970 to November 1971, to support their new expanded organization, Micro-City.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The youth council consists of all interested target area youth between the ages of 14-25. The officers of the council serve as the highest officials of the micro-government. These officials, with the exception of the City Manager, are selected by a target area-wide election in which anyone between the ages of 14-25 is eligible to run for office. A Board of Directors is also elected. The elected officials are:

1	County Judge
3	County Commissioners
1	Mayor
4	City Commissioners
7	Department Heads
4	Department Helpers

The City Manager receives a full-time salary of $3,900. The City Commissioners and Mayor receive part-time salaries: Commissioners, $600 each based on 25% of a $2,400 annual salary and the mayor $975 based on 25% of an annual salary of $3,900.

1,500 youth, 99% of whom are black, are involved in the YDP. 300 are actively involved in council activities. Males and females are equally represented.

Regular weekly meetings are held at the Harrison School in the summer and the old Booker T. Washington in the winter. The meetings represent the convening of the micro-government. The Youth Council functions through the activities of the government.

The Director of the YDP assists youth to implement their program. He assists in program development and ongoing business and supervises the council (government) in planning, designing, and developing policy decision-making.

B. Structure of the Program

The operation of the micro-government establishes program priorities and programmatic activities are a reflection of the needs of target area youth articulated to their elected officials. The Micro-City Government has adopted the principles of the league of Women voters as a guide for its operation. (See Attachment A)

Government function is supported by the development and publishing of ordinances which pertain to activities of all youth affiliated with the program. (See Attachment B)

New projects are undertaken through process of government. An example of this is the proposed Micro-City University. Attachment C has been extracted from the overall proposal document to indicate how the proposal was developed.

The programmatic activities of the youth council are as follows:

A. Health

1. Rat Control
2. Drug education
3. Health education and first-aid
4. Venereal disease prevention

B. Welfare

1. Information service

2. "Raise a garden" campaign (leading to foundation of co-op)

3. Youth counseling service

4. Project H. E. L. P. (Help Eliminate and Lower Poverty)

5. Summer hot lunch program

C. Education

1. Library center

2. "Back to School" campaign

3. Youth career development workshops

4. Micro-City University

5. Newspaper, Express yourself

D. Economic Enterprises

1. Mod clothing shops

2. Call-a-teen (youth employment)

E. Housing Rehabilitation

1. "Clean-up, Fix-up, Beautify" campaign

2. Home management information program

3. Housekeeping skills information program

4. Minor home repairs program

F. Recreation

1. Ongoing (6 days/week) program

V. FINANCIAL AND HUMAN RESOURCES

The ability of this youth council to mobilize additional resources is dependent on its exceptional program successes, responsive and resilient organizational structure, and the conscious efforts of its program operators to actively represent and publicize their efforts, thereby utilizing a maximum of linkages to other resource-generating sources. The spill-over effect of tapping a multiplicity of local resources has led to increased project funding.

In addition to the $25,000 provided under P.A. 59 from the CAA, Micro-City has been able to mobilize other resources to support and increase its programmatic efforts. A $25,000 incentive grant has been received from the CAA as well as another $25,000 from the Department of Health, Education and Welfare. $10,000 has been received to operate the summer hot lunch program.

Attachment A

PRINCIPLES
OF THE League of Women Voters
of the United States

The League of Women Voters believes. . .

- in representative government and in the individual liberties established in the Constitution of the United States.
- that democratic government depends upon the informed and active participation of its citizens.
- that every citizen should be protected in his right to vote; that every person should have access to free public education which provides equal opportunity for all; that no person or group should suffer legal, economic, or administrative discrimination.
- that efficient and economic government requires competent personnel, the clear assignment of responsibility, adequate financing, and coordination among the different agencies and levels of government.
- that responsible government should be responsive to the will of the people; that government should maintain an equitable and flexible system of taxation, promote the conservation and development of natural resources in the public interest, share in the solution of economic and social problems which affect the general welfare, promote a stable and expanding economy, and adopt domestic policies which facilitate the solution of international problems.
- that cooperation with other nations is essential in the search for solutions to world problems, and that the development of international organization and international law is imperative in the promotion of world peace.

The PRINCIPLES are supported by the League as a whole and constitute the authorization for adoption of national, state, territorial, and local Current Agenda.

Attachment B

Micro-City Government

Docket Regular Session — Board of Commissioners, July 7th, 1970

Ordinance #5 — Anyone caught with a deadly weapon on or inside dance or recreation areas will be asked to leave.

Ordinance #7 — We are allowed to check people to see if they have any alcoholic beverages in their possession.

Ordinance #8 — No profanity in or outside areas of activities.

Ordinance #12 — Anyone arousing trouble while intoxicated will be indefinitely suspended from activities until court.

Ordinance #14 — Contempt of court will be fined $5.00.

Ordinance #17 — If someone does not show up for trial, he will be suspended permanently.

Docket Regular Session — Board of Commissioners, July 15, 1970

Ordinance #19 — Anyone on probation will not be allowed on premises, and will be placed on suspension.

Ordinance #23 — If anyone is charged with a crime and someone else does the same thing they too will be expected to appear in court.

Docket Regular Session — Board of Commissioners, July 21, 1970

Ordinance #25 — Be it ordained by the Micro-City Board of Commissioners that anyone on suspension will not be allowed on premises or any activities which are headed by Micro-City or C.O.R.E.

Ordinance #26 — Appropriating $1,050.00 budget for operation of Youth Council. This is to maintained for remainder of the year through November.

Docket Regular Session — Board of Commissioners, July 28th, 1970

Ordinance #29 — Be it ordained by the Board of Commissioners that anyone who uses profanity inside a place of activities headed by Micro-City or C.O.R.E. shall be fined $1.00 for the first offense, $2.00 for second offense, pending trial.

Ordinance #33 — Authorize the investigation of Housing in the South End of town to be done by the Welfare and Health Department.

Ordinance #34 — Be it ordained by the Micro-City Board of Commissioners that all department heads must attend all City Commissioners meetings and will give a report of their work.

Docket Regular Session — Board of Commissioners, August 5th, 1970

Ordinance #35 — Authorize the investigation of the Health and Welfare hazard of the house on the corner of 4th & Upper St.

Ordinance #37 — Authorize that a committee be established by Micro-City officials of Lexington to investigate "police brutality."

Docket Regular Session

Board of Commissioners
August 11, 1970

Ordinance #38 — Authorize that Micro-City Government manager negotiate funds for "OPERATION H. E. L. P." (Helping Eliminate Lower Poverty) with the Lexington Board of Commissioners.

Ordinance #40 — Appointing Sylvester Smith as Micro-City's Building Inspector and authorizing that he check all community stores and Hudson Hotel for health purposes.

Attachment C

INTRODUCTION

Micro-City Government is a youth-run, youth-planned organization. The purpose of the organization is to instill in the youth of Lexington a sense of responsibility and to give them first hand experience in the running of a city government.

Because of numerous complaints to the Micro-City Mayor and Board of City Commissioners about school problems involving curriculum, etc., the Micro-City Board of City Commissioners passed an act authorizing the developing of Micro-City University. The sum of $436 was appropriated to provide funds for research and planning for the establishment of a community-planned school. This school is proposed for young people who are interested in expanding their basic knowledge and learning about the cultural backgrounds of other racial and ethnic groups in the community. It also purports to bridge the gaps which are caused by a youth entering a desegregated system. This action has the approval of Mayor Richard Withrow of Micro-City who signed the act on July 30, 1970.

Richard Withrow — Mayor

Jackie Slaughter	—	Mayor pro-tem	Rughley	—	County Judge
Aaron Carter	—	Commissioner	Larry Coomer	—	City Manager
Patricia Watkins	—	Commissioner	Ronald Berry	—	Director
John Harris	—	Commissioner			

GOALS: 1. To stimulate self development of the individual through self determination.

a. "To know who am I, where am I going and what I purport to be."

b. To cover the educational gaps of comprehensive learning and doing (due to cultural and social isolation) in adjusting to and achieving the benefits of our traditional American educational systems.

c. To meet the "grass root" needs of disadvantaged citizens through comprehensive community planning and implementing the program. It is felt that when one becomes a part of a program through active participation, one will respond positively.

d. To abolish our society's most monstrous cultural lag of social and economic injustices due to an "uninformed" segment of our population.

2. To bring about positive change through captivating the affected population, coordinating efforts of individuals, private groups, and agencies who limit their effectiveness due to ineffective bureaucratic approaches. The prescription for services and programs which fits the needs of the agency rather than the direct needs of the people exterminates development and equality.

3. To develop a "credit" rating university point system through the establishment of a Community Laboratory Field Work Shop with the city Universities.

a. To establish directly a relationship between college students in the behavorial sciences and other professions with the community. This will enhance communications and educational effectiveness through direct communication and participation. The learning system will create a learning institution of lay people teaching and interpreting lay problems to professionals.

b. To explore Student Volunteer Organizations services to expand to direct community involvement rather than superficial participation.

The entire university system will be working with the following agencies for consultation and coordination of the program.

a. The University of Kentucky (various departments)
b. Translyvania University (various departments)
c. Fayette County School System
d. Vocational Technical School
e. Fugazzi Business College
f. Central Vocational School
g. United States Clinical Research Center
h. The Police Department
i. Community Action Lexington-Fayette County, Inc. (CALF)
j. Other selected agencies

Augusta Youth Development Program
Contact: Mr. Richard Horner, Youth Director
Telephone: (404) 722-3414

CAA: Central Savannah River
Area Economic Opportunity Authority
1325 Green Street
Augusta, Georgia 30801

Program Emphasis: Business and Management Training

I. PROBLEMS PROGRAM ADDRESSES

This three county Youth Development Program addresses the following problems:

1. The absence of ongoing procedures by which poor youth can anticipate their needs.

2. The lack of employment opportunities for poor youth.

3. The lack of marketable skills held by youth in the tri-county area.

II. PROGRAM GOALS

1. To provide a forum where youth may voice and test their ideas; to involve them in planning and operating youth programs which will assist in the development.

2. To provide opportunity for poor youth to participate in economic enterprise which will allow them to develop marketable skills.

3. To make available to youth popular clothing not otherwise locally available at a cost which they can bear.

III. BACKCROUND

In its first year, the Augusta Youth Development Program was funded for $15,000 to be shared by Richmond, Screven, and Burke Counties. Richmond County was allocated $7,000; Screven County, $4,000; and Burke County, $4,000. The CAA, the Central Savannah River Area Economic Opportunity Authority, was instrumental in developing a high level of youth involvement within the three counties. Informal meetings were held frequently and youth councils were organized to undertake setting youth priorities for use of allocated funds.

The youth group in each county decided to develop a retail clothing shop to serve young people. Consequently, in early fall of 1970 the Mod Shop was opened in Screven County and the Thingamajig was opened in Richmond County. Burke County youth experienced difficulty, however, in obtaining a suitable store location and adequate community support. The interest of target area youth dwindled as their programmatic problems increased. The benefits of the high level of youth involvement previously engendered by the CAA were negated when communications broke down and CAA support to the youth council did not materialize. The youth council collapsed because youth were not aware that they could plan other programs when their first priority could not be developed.

In Richmond and Screven Counties, youth actively mobilized local resources to gear up their economic enterprises. Locations were secured and renovations begun utilizing many volunteers, including local artists to design and decorate the store interiors. Local merchants and organizations were sought out for assistance, to donate equipment and provide training. Training was provided the youth in general merchandising, advertising, personnel, inventory control, and security measures utilizing both local and OEO Regional Office sources. The local media were used to publicize progress and imminent grant openings. In sum, these two youth councils reached out for a maximum of assistance to their efforts, resulting in the creation of two bright and clean professional facilities within the limits of $4,000 funding for each.

Once aware of the youth program, local merchants shared the youths' enthusiasm and significantly participated in the development of the store. Anticipating the difficulty the youth would have purchasing merchandise, the owner of a clothing store offered to sell any of his stock at wholesale cost to the Thingamajig. Such cooperation sprang from the ability of the youth to communicate to the adults what they were doing and how adults could help. The most difficult element in such a relationship, the retention of decision-making power by the youth without sacrificing the expertise of the adults, was maintained due to the CAA role in originally supporting youth involvement and infusing the councils with a spirit of self-sufficiency which generated a sense of mutual respect when working with the merchants.

Once opened, the professional operation of the Thingamajig in Richmond County generated a youth involvement previously lacking. A struggle developed between the target area youth council and the store management. The issue was the control of the youth funds. As a result, a monitoring committee was established to control policy decisions while the store manager was reaffirmed as the authority for operating decisions. Seeking to involve more youth in the daily operation of the store, the youth established a stipend of $1 per hour for trainee/employees and a rule that made a turnover of sales staff mandatory every three months.

A severe problem became apparent shortly after the two stores were opened. While both enterprises had been successfully prepared and opened within limited budgets, there were inadequate funds to purchase needed inventory. The lack of variety and sizes of merchandise affected sales adversely. In Augusta, students at Paine College, who were foreseen as the largest potential customer pool for the Thingamajig did not patronize the store.

Screven County youth negotiated with the CAA for a transfer of some of Burke County's unused funds. The infusion of these "borrowed" funds allowed the youth to purchase an inventory which matched their operating facility.

While the Mod Shop flourished, the Thingamajig floundered. With no funds available to stock merchandise, youth had to scrape up second hand material and the program suffered accordingly.

At a point shortly after both shops were opened, the CAA received a supplemental YDP grant of $50,000. The majority of this grant was earmarked by the CAA for non-economic development projects. At a point where the Richmond County youth group might have received the funds so necessary for survival and growth, the CAA, in the interests of broadening YDP program scope, committed its supplemental funds elsewhere.

IV. STRUCTURE OF THE PROGRAM

A. Youth Councils

Members of the youth councils are elected to office by target area youth in each county. In Screven County, which has had the most successful program to date, ten members serve on the council with two alternates. Ages of the council members range from 14-19, and males and females are equally represented. A nucleus of 35 active members within a group of 100 participate in the program.

B. Structure of the Program

Screven County

Replenished with funds to purchase an adequate inventory, the Mod Shop was able to build up its sales to $1,800 monthly. The store is approaching self-sufficiency and, if it can be "CAA-seeded" with funds for another year, it should attain self-sufficiency. Profits have been returned to the store's operation. The success of this project has allowed the youth council to provide a new food co-op with two salaried job slots for support.

The strength of the Screven Youth Council has increased proportionately with the progressive development of the Mod Shop. The council now realizes that the quantity and quality of youth involvement in the store alone is limited. Constituting a stable organization capable of mounting programs which target area youth need, the youth of the Screven County council are considering new alternatives. Since Screven County does not have adequate recreational facilities for youth, they are weighting the possibility of opening a skating rink or drive-in theater. In addition, a restaurant, as an economic enterprise, is being considered.

Richmond County

The Thingamajig struggled to exist without an inventory which would draw in customers. After ten months, it was closed down. During this time, no reasonable means for "rescuing" the business was developed. This was indicative of the lack of communication between the CAA and youth and the absence of a CAA monitoring capability after the CAA had so successfully engendered target area youth involvement in the YDP. That youth did not make known the magnitude of their problem and that the CAA was not aware of it was made worse because there were funds available to buy needed inventory ($50,000 supplemental YDP grant), and, the fact that $28,000 of the grant, ear marked for use in other planned youth projects, was not spent on these projects during the program year indicates that solution of the Thingamajig's problem was clearly attainable. The hard lesson learned was that youth involvement without continued support by the CAA could only lead to failure.

Predictably, youth council vitality diminished as their project broke down. The adversity of this experience has been used, however, as a base to reconstruct youth activities in Richmond County. The last step in terminating the initial enterprise provided the means for a new start.

CAA staff made the decision to close the store and began to determine how to properly dispose of property and handle unpaid bills. The CAA Board of Directors interceded, stating that the youth council should make the decision to close the store, close it, and handle the other details relating to closing it. This was done by the council and served as a means to regroup youth. The CAA has been authorized by OEO to retain the unspent $28,000 and will utilize a portion of the funds to rebuild the Richmond County Youth Council and assist it in the development of new projects.

Burke County

Burke County's problems typified the lack of CAA follow-up after initial youth mobilization. Additionally, it represented the need for ongoing communication between a centralized YDP staff and a YDP project geographically distant. Once the CAA was aware that the Burke County Youth Council was not fully appraised of its potentialities for developing a program, YDP staff returned to the area and reorganized the scattered youth. With technical assistance from the CAA and repayment of the funds borrowed by Screven County, the youth council reformed and developed a successful enterprise, a record store. The store is taking in $1,400 monthly and is striving for self-sufficiency. The revised youth council is examining programmatic alternatives and considering institution of a micro-government patterned after the original model in Lexington, Kentucky.

V. FINANCIAL AND HUMAN RESOURCES

The CAA will supplement its second program year YDP budget of $15,000 with the $28,000 balance from its previous supplemental grant. A formula distribution to the three county councils will again be developed.

Wichita Youth Council
352 North Broadway
Wichita, Kansas
Contact: Mr. Jesse Junious
Telephone: (316) 265-7901

CAA: Wichita Area Community
Action Program, Inc.
352 North Broadway
Wichita, Kansas 67202

Program Emphasis: Business and Management Training

I. PROBLEMS PROGRAM ADDRESSES

Evidence of economic and cultural deprivation has been identified extensively throughout the target population. Juvenile delinquency and unemployment are widespread among youth within the target areas. Over 80% of the serious juvenile crimes committed in the city are attributed to the resident youth of the CAA's target areas. School drop-outs exceed 2,000 each year, with less than 1,000 re-enrolling. Of the 5,534 black elementary school children, 89% of them attend almost all-black schools. Similar concentrations of chicano youth have become equally critical. Youth have had no opportunities to develop feelings of community membership; separated, alienated from the community, their problems have become particularly significant, while youth opportunity has been significantly absent.

II. PROGRAM GOALS

The Youth Development Program of the CAA provides a vehicle for youth involvement in the community. Through Youth Councils, the youth of the community participate in the processes through which community resources are developed, controlled, and utilized. The program provides a year-round opportunity to train youth in its enterprise projects.

Specifically, 30% of the disadvantaged youth, ages 14-25, from the CAA's target areas are served by the YDP efforts. One thousand youth aged 16 to 21, five hundred youth aged 14 to 15, and five hundred youth aged 22 to 25 participate in work exposure and training program components. In each target area, the Youth Council's small business enterprises expose youth to active work situations. Training sessions in the areas of sales management, inventory control, and marketing and advertising procedures develop operational skills to enable young people to compete for job availability and wealth-producing enterprises.

III. BACKGROUND

The present Youth Development Program at Wichita, Kansas developed out of the summer recreational programs sponsored by Wichita Area Community Action Program, Inc. (WACAPI). At the close of the summer program, the CAA, with the assistance of the city government, chose the six residential areas which were most heavily affected by the rising unemployment rate of Wichita as the CAA target areas.

Wichita's major manufacturers have suffered major employment losses. Of the estimated 625 manufacturers in the area, the heaviest employer -- air transportation equipment and aircraft parts manufacturers -- have had the highest employment losses. Aircraft industries employ 24.6% of the total civilian work force of the area. Within one year, employment in these industries has dropped from 29,400 to 17,750. The total unemployment rate changed from 4.0% to 9.3% over the same year.

The 1960 census registered Wichita's population at 254,698, and at 276,554 in 1970. In 1960 the six target areas housed 26,208 of the young people between the ages of 14 to 25. The unemployment rate in the target areas ranged from 10 to 15%, and it was in excess of 20% for target area youth.

The CAA reaches 3.6% of the estimated 21,517 eligibles within the target sectors. Of those served, over 67% are youth between the ages of 14 and 25.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

At the end of the CAA-sponsored summer recreational program, participating youth elected at-large youth representatives to organize the six Target Area Youth Councils (TAYCs) and to recruit young adults to the Youth Development Program. Youth, ages 14 to 25, were recruited but the heavier involvement came from the 16 to 19 year olds. Older youth lacked the interest of the present program, mainly identifying the program as one for "younger kids." Sixty-five percent of the youth involved are females, but 75% of the youth leaders -- council members -- are young men, ages 16-21.

Youth Council meetings are held weekly, generally on Sunday or Monday afternoon. Council participation ranges from 15 to 50 members. Each of the six Target Area Youth Councils is staffed with a project director and an adult advisor, both elected by the youth participants. Overall program responsibility rests with the Youth Development Program Coordinator. Extensive opportunity is provided for the youth to speak directly to the CAA staff, since Youth Council members are seated on the CAA's board and youth sub-committee.

One year after the six TAYCs had been organized, four members from each were chosen to sit on the Community Youth Council. The Wichita Youth Council (WYC) meets the first Monday of each month, prior to the afternoon meetings of the CAA's youth sub-committee and the operations committee. Both committees act as technical advisory councils to the Community Youth Council (see appendix-1). The youth sub-committee, has two CAA Board members and six Wichita Youth Council members. Additionally, one Youth Council member is seated on the CAA's Board of Directors, with full voting rights and privileges.

B. Structure of the Program

After the election of council members and organization, the youth surveyed their area for needs and program ideas. Some Youth Councils used home-to-home visits, while others tried youth drop-in places (pool halls, lunch counters, etc.), and street-walk methods. Formats for the surveys differed considerably; open-ended formats were less desirable since they frequently were incomplete or failed to identify specific ideas (see attachments - 2a, b). Jobs, recreation, and discount cards (for bowling, skating, movies, etc.) were highest priorities. The age range of responders was from 14 to 23, with educational levels running from 8th grade through first year of college (38% of the responses were from "drop-outs" -- 9th grade to 12th grade).

In addition to assessing needs of the youth residents, the Youth Councils determined program objectives, developed plans for meeting surveyed needs, implementing plans, evaluating the adequacy and effectiveness of programs, and revising programs. Strong advisory and veto powers for neighborhood youth programs rest with the Youth Council.

Program plans call for increasing the Community Youth Council membership to include a member and an alternate from each of the city's other youth organizations (YMCA, Boy Scouts, etc.). The expanded Community Council will request the mayor's office and city commissioners to appoint the council as the representative body for organized youth. As such, the Wichita Youth Council would monitor and coordinate all city youth programming.

Training within the project enterprises is conducted by Youth Council members who had participated in an eight-week management conference conducted by the Small Business Administration, the Active Corps of Executives (ACE), and the Service Corps of Retired Executives (SCORE). Training components within the enterprise project stress financial management, taxes, insurance, regulations, sales management, marketing and advertising.

Project activities include:

Pillow Factory — This project provides training for young females in sewing arts and pillow production. Men participate in the marketing aspects of the operations. Since the youth have met problems finding sales outlets by trying to sell directly to consumers, contract negotiations are being processed to include large-scale production and marketing through decorating agencies and furniture stores. The project is expanding to include garments and silk-screen fabric printing.

Plainview Mini-Market — Within a closed-out shopping center, the Mini-Market serves its surrounding community. Since it is the closest food market, community sources were very responsive in assisting the Youth Council to develop the store. A local architect designed the interior of the shop, while carpenters trained youth to construct the needed structures. Management operations and budgeting procedures were provided by CPAs and larger chain stores operating in the area. At present, the store provides 12-week training periods to five youth in cashier operations and two youth in management.

Youth Cafe — Four young adults are employed in the cafe, with twelve others participating in the training operations. Training as a fry-short-order cook, a waitress, or as a cafe-restaurant manager is provided through its facilities. The location of the cafe adjoins an elementary school, and provides a hot lunch for the school children.

Black Arts of Shalome — A residential art gallery, Black Arts of Shalome is a cooperative enterprise of the Youth Council and the Model Cities program in Wichita. Model Cities' funds for the first year ($27,500) will provide for the Community Living Arts Studio. Art instruction and materials are provided through the grant to the Studio. Art pieces produced in the Studio will then be displayed in the Gallery. Youth Council program funds allow for gallery maintenance, and for special travel showings. Linkages with local college and universities have been

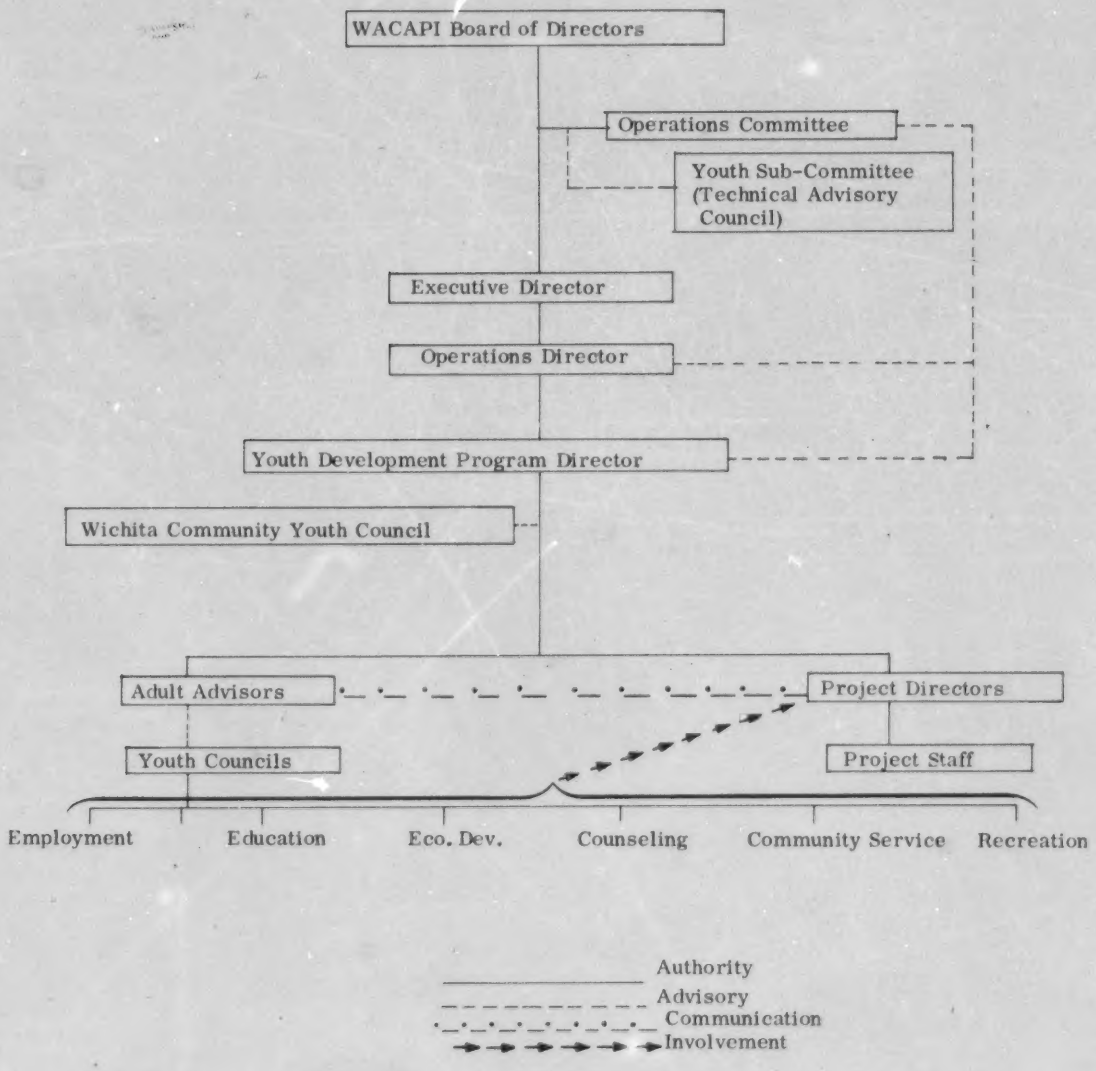
made, so as to utilize the gallery as an educational outlet as well as a display center. The Youth Council has selected a board-of-directors to assist the project. Aside from council members, the Board also seats members of the Kansas State Cultural Arts Commission and local artists.

V. FINANCIAL AND HUMAN RESOURCES

Federal funding for the youth program is $162,000, with non-Federal contributions exceeding $45,000. Model Cities has provided transportation tokens and passes for youth to participate in Council meetings. National Cash Register, Inc. has provided training as well as business machines to the enterprise operations of the program. Total Model Cities allocations for the program will amount to $144,000 while YDP funds amount to $26,150. YDP funds for the following projects are: Pillow Factory - $20,500; Youth Cafe - $21,500; Mini-Market - $19,500; Coffee House - $24,500.

Appendix - 1

W.A.C.A.P.I. YOUTH DEVELOPMENT ORGANIZATIONAL STRUCTURE



Appendix - 2a

(Suggested format only)

WEST SIDE YOUTH DEVELOPMENT
4730 W. Second

QUESTIONNAIRE

LIST THE NEEDS OF IMMEDIATE AREA:

1.
2.
3.
4.

WHAT KINDS OF PROGRAMS:

1.
2.
3.
4.
5.
6.

What are the major needs of the West Side? (List at least three)

1.

2.

3.

4.

5.

List the needs of your immediate AREA by priority.

COMMENTS:

Appendix - 2b

(Suggested format only)

GROVE YOUTH PLANNING SURVEY

NAME: _____

ADDRESS: _____

AGE: _____

Education	Transportation
Economic Development	Recreation
Employment	Training Program

Other

1. List the major needs of Grove Youth as to their importance from the list above.

   1.

   2.

   3.

2. What type of program would you like to see started in your neighborhood? Specify? _____
   _____

3. Why do you feel this is important? _____
   _____

4. What type of Economic project (business) would you like to see the Grove Youth Sponsor? Specify: _____
   _____

5. This information would be greatly appreciated but is not mandatory.

   In School? _____ Grade _____ Name _____ Out-of-School? _____

   Drop-Out? _____ Grade _____ Interested in further education? _____

6. Are you interested in belonging to a Youth organization of some kind? Specify: _____
   _____

Rural Program
Madison County YDP
Marshall, North Carolina
Contact: Lonnie Burton, Youth Coordinator
Telephone: (704) 649-4903

CAA: The Opportunity Corporation
of Madison-Buncombe Counties
40 George Washington Carver Ave.
Asheville, North Carolina 28801

Program Emphasis: Youth Organization, Education

I. PROBLEMS PROGRAM ADDRESSES

Youth will concern themselves with the problems of community-wide organization and attempt to broaden the economic base of the area. They will emphasize community-wide, coordinated programs in order to combat limited cooperation which they have encountered in previous efforts to organize at the local level, and physical and social isolation which is, in part, responsible for such limited cooperation.

II. PROGRAM GOALS

The Youth Development Program is designed to give the youth an opportunity to work on specific group projects in closely supervised situations and also respond to the needs of individuals. It is designed so that community group or special interest group activities will have clear-cut goals and procedures and supervision so that the youth can develop their own leadership styles and potential. It seeks to circumvent the problem of transportation by making available activities that can attract large groups of youth, while also making available periodic experiences for small groups to create interest and pride in local communities. The program is designed to supplement the county education system and support efforts to respond to those youth who find themselves without a supportive home environment. It seeks to encourage individual imagination and stimulate pride in the individual, his heritage, and a sense of responsibility for his future. By developing talents and an awareness of self and the value of the area, it is hoped that a greater number of young people will remain in the area and take greater responsibility for its development. Specifically, the Saturday morning activities at Morris Hill College and the radio program offer opportunity to the youth to design their own activities while working with their peers. The nature program gives the youth an opportunity for release from the routine of their rural homes while underscoring the advantage of and developing an appreciation of the Appalachian area.

Supervision by college students and staff acts as a stimulus to the imagination and creates a new sensitivity to people and ideas. The crafts program underscores an already proven value of the arts as a supplement to education by creating pride in accomplishment.

By having staff and funds available to respond to the needs of individuals to continue their education, it will be possible to offer more than condolences when needs arise among some of the disadvantaged youth of the area. The Program should create a new attitude toward development of employable skills and the value of education. The program will seek to run a day care activity on a small scale to meet the need of a particular community and offer experience to young people in the care of children.

III. BACKGROUND

Madison County and rural Buncombe County are marked by mountainous terrain, lack of public transportation, harsh winter weather, lack of recreational areas and facilities, and a widely scattered population—all factors which affect the Rural Youth Development Program operated by the Opportunity Corporation of Madison—Buncombe Counties.

Madison County residents depend heavily on agriculture and small industry for employment. Rural youths work in the fields, thereby intensifying their sense of isolation. The consequences of a depressed local economy and undeveloped resources affect all county residents. 65% of the 4,000 young people located in the rural areas come from low-income families. 18% of youth under 21 receive AFDC payments from the Social Services Office. The unemployment rate for youth eligible to enter the Labor force is approximately 16%. The school drop-out rate is 35%.

The YDP seeks to serve at least 50% of the eligible youth population. Funding and staff limitations, transportation problems, the demands of agricultural work, isolation, and the reservation of many parents to allow their children to participate in youth programs have hampered this. Youth efforts to deal with some of their problems preceded formal development of the YDP. Some local youth organizations had been developed which, coupled with summer recreation programs, formed a base for youth leadership development and involvement. Impetus to create a County-Wide Youth Council was generated by those youth who had attempted local organizing and found it insufficient to meet their needs.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

There are 23 separate local Youth Councils in Madison County comprised of youth eligible to participate in the program as specified by OEO. Each council elects a representative to serve on the Community Youth Council. The total council structure involves 300 youth between the ages of 14-25. Meetings are held monthly in each Target Area and more frequently as needed. The CYC meets monthly.

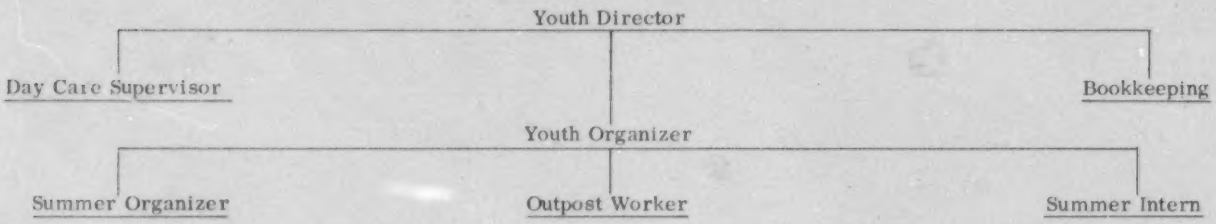
The organization of the youth was a natural outgrowth of their geographical locations within the county. Involvement of the youth has been strong since the initiation of the YDP, due possibly to the scarcity of other social outlets in the county as well as a strong staff organization effort.

The Community Youth Council has taken full responsibility for its own programs. They have written their work program, hired the youth coordinator and assumed full responsibility for program activities. Youth involvement began with the rejection of a staff-developed proposal for a recreation program which culminated in its replacement by the youth and their development of new programs.

While operating a centrally run series of program components, many of the local organizations have access to incentive money which they have used for a variety of smaller projects.

B. Structure of the Program

Following is an organizational chart for the Youth Development Program.



A job description for the Youth Director is attached. (See attachment A)

The YDP staff provides support and technical assistance to the total program effort. They are likely to attend as many as 23 separate local meetings per month in providing continuity to the program and dealing with the logistical problems inherent in a rural program. The specific components which the YDP undertakes follow.

Radio Station WMMH makes available one hour on Saturdays for individual communities to conduct their own program. This is done with supervision from station personnel and CAA staff and acts as an incentive to community organization.

Morris Hill College has made available its Home Economics, Physical Education, and Art Department facilities for activities on Saturday mornings. This encourages community cooperation, develops individual talents and exposes youth to the advantage and values of the institution.

The summer nature program provides a unique opportunity for youth to participate in recreational and educational activities in a unique atmosphere with competent supervision. A camp is rented, and youngsters throughout Madison and Rural Buncombe Counties have an opportunity to compare their common interests and take pride in their uniqueness.

The crafts program is used as an incentive in the communities for organization and seeks to develop individual talents with the hope of creating works of commercial quality. Crafts production is a valuable supplement to the education of youth because there is no art instruction in the public schools.

The day care program was originated by youth in 1970. It provided a valuable service to parents and training to youth, allowing them an opportunity to observe and participate in child care activities. Unemployment is so severe in Madison County, however, that the program has been closed down.

Funds set aside to supplement the needs of poor youth to continue their education will be used in two ways. A boys' home has been started by a volunteer in Hot Springs. These funds will be used to meet any immediate needs of house residents. The funds will also be used to support young adults during their efforts to find new jobs or job training.

There is a Boutique called the Country Boutique being run at Morris Hill College with the cooperation of some of the college students. It sells only mountain crafts, and 7 local youth groups are manufacturing products to be sold at the store.

In spite of these many activities, the problem of reaching isolated youth persists. The lack of adequate staff contributes to this, as does the ingrained nature of social isolation.

Transportation problems also persist. The success of activities which draw participants from many communities is contingent on the ability of volunteers from the communities, college and CAA to mobilize transportation. The Green Eagle Rural Community Transportation Cooperative bus has been chartered at nominal cost when available.

V. FINANCIAL AND HUMAN RESOURCES

Youth whose younger brothers and sisters are in the Head Start Program are being referred to the YDP. Youth in the NYC program are being encouraged to coordinate their activities with those of the YDP. The Morris Hill College Upward Board program also provides referrals to the YDP in addition to cooperating with council activities. A copy of the YDP budget is attached. (See Attachment B)

Attachment A

Job Description

Title: Director, Youth Program

Supervisory Responsibilities:

Youth Organizer
Outpost Secretary
Volunteer Workers
Day Care Center Supervisor

The Director of the Youth Program is responsible to the Director, Rural Project.

The Director of the Youth Program is responsible for:

Recruiting low-income youth and youth groups and identifying their needs.

Helping groups of youth organize for membership on the Board of the Youth Council of Madison and Rural Buncombe Counties.

Using the ideas of the youth and initiating new programs to meet the recreational, vocational, and educational needs of rural poor.

Protecting the rights and best interests of the youth.

Attending all Youth Council meetings and community meetings when requested.

Maintaining records of all youth activities and records of expenditure of Council funds.

Maintaining lines of communication and coordination with all young groups and county agencies interested in the activities of the youth.

Recruiting volunteers for supervision and transportation for youth program activities.

Supervising all activities of the Youth Council and Rural Buncombe Counties.

Aiding the youth in scheduling radio programs.

Coordinating youth participation in a county wide craft program.

Attachment B

YOUTH PROGRAM—RURAL

Program Year "E"

	Federal	Non-Fed.	Total
1. Personnel			
1.1 Salaries and Wages			
1 Director — 100%	$ 6,240		
1 Organizer — 10[illegible]	4,653		
1 Summer Organiz[illegible] — 100%	768		
1 Outpost Worker — 100%	768		
1 Day Care Supervisor — 100%	3,328		
1 Bookkeeper — 28%	1,460		
1 Summer Camp Intern — 100%	250		
Radio Production Supervisor $5/hr. 156 hrs.		$ 780	
Volunteers $1.60/hr. 2080 hrs.		3,328	
Camp Intern		250	
	$17,467	$4,358	$21,825
1.2 Fringe Benefits			
11% Salaries and Wages	$ 1,921		$ 1,921
1.3 Consultants and Contracts			
Legal and Audit	$ 280		$ 280
TOTAL PERSONNEL	$19,668	$4,358	$24,026
2. Non-Personnel			
2.1 Travel			
Mileage-Director 100 mi/wk x 50 wks @ 10¢/mi	$ 500		
Mileage-Organizer 200 mi/wk x 50 wks @ 10¢/mi	1,000		
Mileage-Summer Organizer 200 mi/wk x 12 wks @ 10¢/mi	240		
Saturday Activities — 5 vehicles x 20 wks x 65/mi x 10¢/mi	650		
	$ 2,390		$ 2,390
2.2 Space Costs			
Day Care Center Rental — $25/mo x 12 mos	$ 300		
Day Care Center Maintenance $30/mo x 12 mos	360		
Camp Rental for two weeks @ $500/wk	1,000		
Space for Saturday activities Mars Hill College		$ 3,000	
	$ 1,660	$ 3,000	$4,660

	Federal	Non-Fed.	Total
2.3 Consumable Supplies			
Day Care Supplies	$ 100		
Summer Camp Program	500		
Crafts Program	1,500		
Telephone-Day Care Center $10/mo x 12 mos	120		
Telephone-$30/mo x 12 mos	360		
Office Supplies	380		
Postage	200		
Summer Camp Program		$ 2,500	
	$ 3,160	$ 2,500	$5,660
2.4 Program Supplies			
Radio Rental @ $10/wk x 52 wks	$ 520		$ 520
2.5 Other Costs			
Mars Hill College Saturday Program – Fall	$ 250		
Mars Hill College Saturday Program – Spring	250		
Stake money for educational support	1,303		
	$ 1,803		$1,803
TOTAL NON-PERSONNEL	$ 9,533	$ 5,500	$15,033
TOTAL PROGRAM			$39,059

Urban Youth Development Program
24 South Market Street
Asheville, North Carolina
Contact: Mr. Billy Gardenhight
Telephone: (704) 254-7912

CAA: The Opportunity Corporation of
Madison-Buncombe Counties
133 Livingston Street
Asheville, North Carolina 29115

Program Emphasis: Comprehensive, Multi-Component Program

I. PROBLEMS PROGRAM ADDRESSES

The Youth Project will focus its limited resources upon the high rate of chronic unemployment, the lack of opportunity for economic enterprise, the high crime rate, the rootlessness, apathy and lack of decision making opportunities which affect low-income youth. Lesser efforts will also be directed toward inadequate recreation facilities.

II. PROGRAM GOALS

The Youth Project seeks to:

1. Establish and operate economic development projects.
2. Provide or refer disadvantaged youth to employment.
3. Continue and expand an organization of low-income youth from Asheville and Buncombe County.
4. Involve ghetto youth in positive or interesting and profitable program activities.
5. Gather and disseminate information useful to youth.
6. Foster decision-making and managerial skills.
7. A secondary activity will be promotion and assistance to organized recreational activities.

Some of the economic development and job training projects under consideration include secretarial training, beautician training, a baby-sitting cooperative, employment research, youth employment program, career development, coordination with Mountain Manpower, reservation of OJT slots for youth, auto mechanics training, and coordination with Asheville-Buncombe Technical Institute. In addition, there will be program thrusts aimed at expanding recreational activities and improving police-youth relations.

Organizational efforts in the past year have created a base of interested and involved youth. They have gained some experience in the areas of program objectives, and appear eager to learn more. This is particularly true regarding decision-making and budgeting skills.

III. BACKGROUND

The Asheville-Buncombe County area is located in the Blue Ridge Mountains of Western North Carolina, and is considered the major trade center for this section of the State.

Of the 32,719 families in Buncombe County, 9,480, or 30%, had annual incomes below $3,000. The 287 persons (36.4% of those examined) rejected by Selective Service reflects the fact that 25,236, or 33.6% of persons 21 and over have less than 8 years of education. Welfare statistics reveal that of 44,531 persons under 18 only 2.72% receive AFDC and 7.1% of a total of 11,395 persons aged 65 and over receive old age assistance.

In the decade of the fifties and during the early sixties, Asheville and Buncombe County changed from a rural-agricultural urban-recreation type economy to one of low paying industry. In 1960, 46% of the industry was principally textiles and lumber. While these low wage industries provided many families with income, they did not significantly raise the standard of living. Median family income in the Asheville SMSA for 1967 was $5,337. This figure is far below national levels. The Asheville area reflects low average hourly earnings for production workers ($2.38). Currently, the average hourly earnings of production workers in the Asheville area approximate 71% of the U.S. average.

Problems of low-income youth are generally the same as those of low-income adults. However, some problems are more pronounced among youth. Inadequate education and lack of recreational facilities are two areas which seem to be more immediate and definable. Early in 1968, the Model Cities Committee on Crime and Delinquency

included youth who felt that the lack of adequate recreation facilities and the fact that the school system did not meet the needs of low-income youth were major contributions to delinquency in Asheville.

In the Model Cities planning grant application it was pointed out that "939 pupils were over the age for their grade level." At this point a pupil may be counseled to "quit and get yourself a job." Public recreation facilities are "few and far between." The City of Asheville operates four swimming pools in the Asheville area. One of these is secluded in the mountains of Swannanoa which lies east of Asheville. Since no public transportation is available to the Bee Tree outdoor recreation area, many low income youth are not aware that it exists. The City-operated indoor facilities are open during specified hours for designated age or interest groups. Most young people just hang around the street corner or pool rooms. This has its rewards. Asheville is suffering from a significant rise in drug use and abuse. During the month of September 1970, several deaths were linked to drug use and overdoses of narcotics.

A major problem of youth is their lack of involvement in decisions which directly affect them. This was discussed in a meeting between school officials and a group of youth providing input for the Model Cities Planning Group application. One key official replied "in an army, privates don't tell generals what to do." This kind of attitude has contributed to apathy and violent anti-social behavior from the ignored youth in this area. Once this attitude develops, it may signify entry into the cycle of adult poverty.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The Asheville YDP has been able to achieve a high degree of youth involvement on the foundation of existing neighborhood organizations. Eleven neighborhood groups operate local youth activities as well as elect representatives to serve on the Youth Council, known as the Youth Board. Each participating neighborhood youth group and program must contain a majority of youth between the ages of ten and twenty-five, who meet OEO poverty income standards. A special emphasis is placed on involvement of school dropouts and youth after they are categorized as "delinquent." 210 members make up the board. The board holds monthly meetings at the Psychedelic Shack. An active core of 45 youth were involved in planning the components of the YDP.

B. Structure of the Program

There are four full-time staff members—the project director, a senior youth organizer, and 2 youth workers. One youth worker and a project secretary work half-time. (A complete job description for the youth worker, including eligibility requirements is included. See Attachment A.) 13 volunteers (2 males, 11 females), ranging in age from 14-22, assist the staff.

Approximately 700 youth will be actively involved in the principal program activities. As many as 2,500, however, will most probably benefit from, or participate in, some aspect of the program.

The activities of the Asheville YDP include the following:

1. The Psychedelic Shack is a youth run business enterprise which provides food fountain service, a record shop and entertainment for neighborhood youth. The Shack is operated by the manager whom the youth have selected. The Youth Council sets prices, hires their staff and establishes all operating policy.

2. The Afro-American Youth Society Center is a combination teen lounge with pool tables, TV and library and an educational center which offers sewing instructions, arts and crafts, photography. The center operates a project to loan power lawn mowers to youth for yard work. It also operates a summer youth program as a delegate agency of the Model Cities Program, with a budget of $132,000.

3. Talent Show — In order to raise funds to supplement their programs the Society sponsors a Talent Show each spring. Groups of singers, dancers or musicians try out, rehearse and are finally selected for the show. Support is solicited from businesses in Asheville as well as city agencies. The profits from this show are used to support local program efforts as well as the rent-a-mower, recreation program support, and photo classes.

4. Community Dances — Regular dances are held to raise money for other projects. A local band exchanges music for a place to practice and the YDP makes profits from the admission they charge, as well as on the refreshments.

The YDP staff plays an organizational and supportive role in relationship to the youth. Evidence of their success is the level of involvement of low-income youth which has been achieved in decision-making concerning program, program conduct and evaluation. This is further substantiated by the continued existence of youth operated economic development projects, albeit on a small scale.

Operating the YDP has not taken place without problems. Small staff size and strained transportation capability limit the number of eligible youth who participate in programs. Involving poor white youth completely in all activities presents a problem. Small business development is a hazardous undertaking and involves a degree of risk.

V. FINANCIAL AND HUMAN RESOURCES

The YDP is supported by a total budget of $48,576. The Opportunity Corporation provides $44,062 of the total. Volunteer assistance valued at $1,664 and the African Village facility, donated by the city and valued at $2,850 make up the total non-Federal share of $4,514.

The Psychedelic Shack, pool room and youth offices are located in central Asheville at 24 South Market Street. Another facility suitable for program activities has been donated by the City. Known as the African Village, it is east of the central area at 93 Valley Street. The Asheville Parks and Recreation Department makes basketball courts, baseball diamonds and other recreational sites available to the program. The CAA auditorium is also used.

Attachment A

JOB DESCRIPTION

AGENCY:	THE OPPORTUNITY CORPORATION URBAN DEVELOPMENT YOUTH PROJECT
ADDRESS:	40 GEORGE WASHINGTON CARVER AVENUE ASHEVILLE, NORTH CAROLINA 24 SOUTH MARKET STREET
PHONE:	254-7912 (AAYS OFFICE)
JOB TITLE: SALARY RANGE:	COMMUNITY YOUTH WORKER $3,640 to 5,200 FULLTIME $1,820 PARTTIME
HOURS:	10:00 A.M. to 5:00 P.M. OTHER HOURS AS NECESSARY

GENERAL DESCRIPTION

The Community Youth Worker is responsible for the organization of youth between the ages of 10 and 25 years. He is assigned a specific area of the city in which to work and is knowledgeable about resources in his specific community and in the governmental structures. It is his responsibility to help develop leadership among the youth and serve as a researcher and technical assistant to youth groups. He makes door-to-door contacts surveying his community and generally knows who resides in his area at all times. He is responsible for setting up and attending appropriate meetings. He keeps records and makes written and oral reports of contacts, meetings and referrals. He must establish rapport with parents, as well as with the youth.

SPECIFIC DESCRIPTION

1. Each worker surveys his area to determine who and where the youth are, what the community problems relating to youth are, who the leaders are, where the youth congregate, what their interests are and their general age groups.
2. He makes door-to-door contacts to determine specific needs of individuals, families and groups.
3. He refers clients to agencies who are responsible for appropriate services and follows up on referrals.
4. The worker will establish an individual relationship with the youth in his area.
5. He will make contacts by phone, letters and flyers.
6. He will isolate problems and organize groups to help solve these problems.
7. He sets up meetings by finding a place, arranging transportation and encouraging attendance.
8. He does research and helps groups work out strategies for problem-solving.
9. He keeps records of meetings, contacts and referrals.
10. He relates community problems to his supervisor so that other resources can be used that his supervisor may be able to obtain.
11. He signs in and out of the office so that he may be reached at any time while in the field; keeps as much as possible within the boundaries of his assigned area; takes care of emergency cases or sees that they are taken care of.
12. He works with groups to establish self-help programs and economic development programs; tries to make the group independent and look to worker as a technical assistant, not leader.

13. In addition to making contacts to get people to attend group meetings, the worker also encourages people to attend meetings of other agencies where the discussion affects their lives.

14. The worker attends staff and Board meetings of the Corporation, and all AAYS Board meetings and meetings of the AAYS on Wednesdays. He shall attend training sessions as scheduled.

15. Each worker carries out other duties, within reason, which the supervisor deems necessary, in the course of a work day.

16. Workers are available for work on a 24 hour basis; the worker reacts when the community needs him.

17. He gives a report of his daily or weekly activities to his supervisor and keeps accurate records for MIS reports which are due quarterly.

18. He is flexible and moves from one neighborhood to another as deemed necessary by his supervisor.

19. He is required to travel out of town for training, conferences and other meetings for indefinite numbers of days.

ELIGIBILITY REQUIREMENTS

A. ENTRY REQUIREMENTS

1. Each worker is required to be able to read and write.

2. Each worker must be able to relate to people with whom he works and must establish rapport with parents, as well as youth.

3. He must complete pre-service training.

4. He must have a desire to advance.

B. ADVANCEMENT REQUIREMENTS

1. After one year's experience, successful evaluation in current job and completion of in-service training.

SUPERVISION

Each worker is responsible to the Supervisor or to the person delegated in the absence of the supervisor. He relates directly to the supervisor, not the Project Director, Deputy Director or Executive Director. The community Youth Worker is subject to personnel policies and procedures of the Opportunity Corporation and Poor People of Asheville, Inc.

EVALUATION

1. The Community Youth Worker will be evaluted by the Senior Youth Organizer (Youth Director) with the concurrence of the Project Director required.

2. Evaluations will be made quarterly.

3. The Community Youth Worker will be evaluated by: a) Evaluation Factor Checklist; b) a joint meeting between the worker and the supervisor.

4. Evaluation Factors

a. Did the worker make every effort to get people to attend meetings? Example: Arranging transportation, distributing flyers, making personal contacts.

b. Did the worker follow up on referrals?

c. Were the referrals made to the appropriate agencies?

d. Was he able to recruit for community meetings, Model Cities participation?

e. Were there complaints from residents in the community, agencies?

f. Did he put in the time necessary to complete his tasks?

g. Did he keep accurate records of referrals and contacts made, or meetings attended.

h. Was the information he gave to residents and groups on CAA programs and other programs accurate?

i. Did he file and distribute reports accurately?

j. Was positive feedback received from interviews and visits with residents?

k. Did he complete the number of contacts assigned to him for a period of time?

l. Did he complete distribution of materials, flyers, etc. when assigned?

m. Did he attend staff meetings, training sessions, community meetings, other meetings and sessions as assigned?

n. Was he prompt in attendance to above list and daily work?

o. Were reports and records distributed promptly?

p. Did the worker perform duties other than those to which he was assigned to help other workers of the community?

Youth Development Program
San Antonio Youth Organization Inc. (SANYO)
1000 West Harriman Place
San Antonio, Texas 78207
Contact: Mr. Pete Ortiz
Telephone: (512) 224-6151

CAA: Economic Opportunity Development Corp. of
San Antonio Bexar County
410 South Main
San Antonio, Texas 78204

Program Emphasis: Comprehensive, Multi-Component Program

I. PROBLEMS PROGRAM ADDRESSES

There are three major problems among youth in San Antonio. Few youth have any saleable knowledge of a trade. Those youth who can get a job have difficulty in holding employment due to a lack of prior experience with the world of work. There is an absence of refined leadership skills among the youth.

II. PROGRAM GOALS

In solving the above problems the program trains youth in management and leadership skills and employs youth in enterprise projects. The program has instituted a job referral service to provide youth with employment. It has also developed a strong program in college and career guidance.

III. BACKGROUND

The Youth Development Program in San Antonio is sponsored by the San Antonio Neighborhood Youth Organization Inc. (SANYO) which is a delegate agency of the CAA, Economic Opportunity Development Corporation (EODC).

San Antonio is encircled by military bases and as a result, employment figures tend to fluctuate with military spending and cut-backs.

The program has been developed in three phases. The first phase included: hiring and orienting staff; recruiting youth; developing, training, and refining Youth Councils; planning at the Target Area and Community Youth Council levels; instituting a Youth Tutoring Youth program; and, researching various economic development project possibilities. Phase two dealt primarily with training programs designed to provide youth with information and background in economic development. The third phase emphasizes the implementation of business enterprise projects based on the planning and research in phase one and the experimental projects in phase two.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

School districts, churches, and neighborhood stores distributed information about the Youth Development Program and helped in recruiting Youth Council members. Youth Councils were organized by teams, with four members per team, and seven YDP centers were organized in fifteen Program Planning and Operating Areas (PPOA).

Approximately 21,000 youth ages 14-25 are eligible for the program and about 7% of those eligible (1470 youth) participate. Forty percent of the participants are male. Two-thirds of the youth participating are Chicanos and the other third is Black. About ninety percent of the youth involved are in school.

Youth were involved in conducting an extensive survey (see Appendix I) on the needs of youth. The results of this survey were used to decide which programs were to be implemented in phases two and three.

B. Structure of the Program

All Youth Council members undergo Youth Council training. This training consists of exposure to:

a. basic parliamentary law

b. how to conduct meetings with maximum participation of the members

c. project planning

d. group decision making

e. how to get members to meetings

f. handling successes and failures

g. council officer training

All youth council members go through a leadership training course consisting of the following topics:

a. The self/others styles graph

    1. Concern for self vs. concern for others

    2. The need to grow vs. the need to belong

        a. Personal identity

        b. Participation

b. Handling success and failure

c. Attention seeking styles

d. Personal feed back

    1. Being criticized

    2. Criticizing

e. Planning and decision making

    1. Effective planning

    2. Group decision making

f. People support what they help create

g. Group Pressures

    1. Recognize group pressures

    2. Adjusting to group pressures

    3. Examples of pressure tactics

h. Case Studies

    1. Assembling the facts

    2. Assessment of the facts

    3. Decision alternatives

    4. Making the decision

i. Power of teamwork

j. Performance appraisal

k. Communication methods

l. Communication vs hostility

m. Family leadership styles

n. Project planning

o. Seating architecture

p. Resistance to change

q. Need for laws vs resistance to laws

r. Product development lab

s. Product comparison

t. Evaluation and summary

A self-evaluative check-list (see Appendix II) is used in conjunction with the initial part of the leadership course. When films are shown in conjunction with the course, short questionnaires are prepared to stimulate discussion similar to the one used after a movie on Frederick Douglass (see Appendix III).

All Youth Council members can take a business and management training course.

Youth Council members can avail themselves of employment opportunities, economic enterprise projects and educational opportunities (see Appendix IV). Employment opportunities under this program include job referral and placement as well as referral and placement in Department of Labor training programs (e.g., CEP, Job Corps, etc.) Youth Council members have the opportunity to work in the program's economic enterprise projects. The Economic Projects employ approximately twenty four persons directly in the businesses. Also, it is expected at least three hundred fifty youngsters will participate either as share holders or investment club members. The economic development program has a corporate structure. The parent organization, known as Youth Enterprise, Inc., is a non-profit corporation specifically created to deal in economic development (see Appendix V). This organization has as its controlling agent a Board of Directors comprised of fifteen members appointed by the Community Youth Council. These members serve on the Board for a tenure of one year and are responsible for overseeing businesses. This Board also has the policy-making responsibility inherent in such an organizational structure. Each local corporation (of which there will be seven) is a profit-making organization with a Board of Directors of fifteen members who will decide the corporations respective business policy. Youth who fulfill the poverty criteria as per OEO-EODC policy are hired first in each of these corporations. In each corporation, the Youth Enterprise, Inc. owns 51% of each business and the local youth councils own 49%.

Profit may be used to expand business venture, which will be liable to the same regulations applicable to all corporations in question.

Educational opportunities include college and career planning guidance service. This has proven to be quite effective since it is generally assumed that minorities are not eligible for college entrance and therefore do not need the college guidance service offered in the schools.

The Youth-Tutoring-Youth Program run by this YDP places teenage tutors in a "teacher like" role in tutoring elementary age children. The objective of this program is to provide better language skills, more self confidence and an increased sense of responsibility in both the tutors and the tutees.

The seven youth centers provide youth with an adequate facility and atmosphere for studying. Tutorial services are available on a one-to-one basis utilizing college work-study students as tutors.

The program is evaluated on a monthly basis by the Community Youth Council and necessary changes are made on the basis of these evaluations and on feedback sessions with each of the Youth Councils.

The staff organizational chart is enclosed (see Appendix VI).

V. FINANCIAL AND HUMAN RESOURCES

Phase one was funded for $88,983 with $73,893 being federal share. Phases two and three were funded for $110,916 with $89,908 being the federal share. Thus, the program worked with $199,809. The in kind services come from volunteer tutors and consultants.

APPENDIX I

ECONOMIC OPPORTUNITIES DEVELOPMENT CORPORATION

YOUTH DEVELOPMENT PROGRAM

Survey on Youth Needs

DATE _____

NAME _____ MALE _____ FEMALE _____

ADDRESS _____ ZIP _____

PHONE _____ YOUTH AFFILIATION _____

AGE _____ DATE OF BIRTH _____ PLACE OF BIRTH _____

ETHNIC GROUP _____ MARITAL STATUS _____ CHILDREN _____

EDUCATION: JR. HIGH _____ HIGH SCHOOL _____ COLLEGE _____

NAME OF SCHOOL _____ MILITARY STATUS _____

PPOA # _____ SECTION # _____

PERSON CONDUCTING INTERVIEW _____ TEAM # _____

As a resident of PPOA # _____ Sec # _____, what or which of the following can best serve your needs in the economic development of your community? Please attach a "priority rating" to each subdivision in each of the three (I-III) major categories.

I. EDUCATION PROGRAMS

A. Job Conditioning

57 1. Vocational training
20 2. Industrial Training
104 3. Leadership training
34 4. Employer-Employee Relationship
2 5. Other - Explain

B. Counseling

50 1. Jobs/Federal, State, Local
10 2. Manpower programs
11 3. Armed Forces
64 4. College Preparatory
80 5. High School
13 6. Other - Explain

II. EMPLOYMENT PROGRAMS

A. General Business

30 1. Accounting
30 2. Bookkeeper
71 3. Office Work
85 4. IBM Programming
2 5. Other - Explain

B. Clerical

45 1. Stenographer
711 2. Typist
55 3. Office machines
23 4. File Clerk
7 5. Other - Explain

C. Vocational Programs

48 1. Electrician
5 2. Masonry
13 3. Machinist
7 4. Plumber
19 5. Radio & TV
13 6. Carpenter
8 7. Welding
13 8. Paint & Body
21 9. Mechanic
2 10. Painter
8 11. Cabinet Maker
2 12. Sheet Metal
10 13. Heating & Air Conditioning
7 14. Refrigeration
26 15. Cosmetology
9 16. Printing
29 17. Drafting
13 18. Photography
8 19. Other - Explain

D. Technical

59 1. Registered Nurse
9 2. LVN's
24 3. Beauticians
41 4. Lab-Technicians
58 5. Teacher's Aide
23 6. Hospital Attendants
11 7. Other - Explain

E. Job Information

45 1. Centralized Youth Center
155 2. Neighborhood Youth Center
8 3. Other - Explain

F. Community Services

39 1. Recreation Specialist
29 2. Day Care
15 3. Mental Health
53 4. Medical Clinic
19 5. Beautification
27 6. Community Aides
33 7. Junior Counselors
5 8. Other - Explain

III. ECONOMIC DEVELOPMENT ENTERPRISE

(Please indicate what kind of youth developed and/or administered economic enterprise program could be started and/or expanded with federal money.)

APPENDIX II

CHECK LIST

(Your assets as you prepare for leadership roles)

	YES	NO
1. Do you genuinely like people and can express this in every-day living?	( )	( )
2. Do you monopolize conversation?	( )	( )
3. Do you "role play" to make impressions?	( )	( )
4. Do you often think of ways to make others feel needed and involved?	( )	( )
5. Do you carry grudges?	( )	( )
6. Can you admit your mistakes cheerfully?	( )	( )
7. Do you tell long-drawn-out or involved jokes, or the same one over and over?	( )	( )
8. Do you keep your nose in the upper atmosphere?	( )	( )
9. Do you "put people down" just for a laugh?	( )	( )
10. Do you listen politely to other people's ideas even if they sound real crazy?	( )	( )
11. Do you volunteer your services for community projects?	( )	( )
12. Have you learned to avoid arguments without losing your dignity?	( )	( )
13. Are you a good loser?	( )	( )
14. Are you a gracious winner?	( )	( )
15. Are you afraid to initiate activities?	( )	( )
16. Can you pretend to be enjoying yourself at a social gathering even if you're not?	( )	( )
17. Can you discuss other people's religion open-mindedly?	( )	( )
18. Do you exclude someone from your social group because of prejudice?	( )	( )
19. Can you truthfully enumerate your bad habits and work to overcome them?	( )	( )
20. Are you a name dropper?	( )	( )
21. Do your friends feel that in an emergency they can depend on you?	( )	( )
22. Do you talk excessively?	( )	( )
23. Do you try to avoid boisterous language?	( )	( )
24. Do you leave room for others' intelligence?	( )	( )
25. Do you engage in malicious gossip?	( )	( )
26. Do you usually put your best effort forward?	( )	( )
27. Can your manners be improved?	( )	( )
28. Can you admit your wrong-doings and accept the consequences?	( )	( )
29. Do you poke fun at the older generation?	( )	( )

APPENDIX III

COMMUNICATION & HOSTILITY

1. Look for leadership qualities in Fredrick Douglass.

   1. _____

   2. _____

   3. _____

   4. _____

2. Identify hostility that Fredrick Douglass encountered?

   _____

   _____

   _____

   _____

3. Look for situations of hostility in the film, where good communication resolved this hostility.

   _____

   _____

   _____

   _____

4. In the scene between Fredrick Douglass and William Lloyd Garrison, what caused the hostility between the two and how could good communication have helped this situation?

   _____

   _____

   _____

   _____

5. Was there good or poor communication in the scene where the white abolitionist visited Fredrick Douglass' home the night of the meeting of the black abolitionist movement?

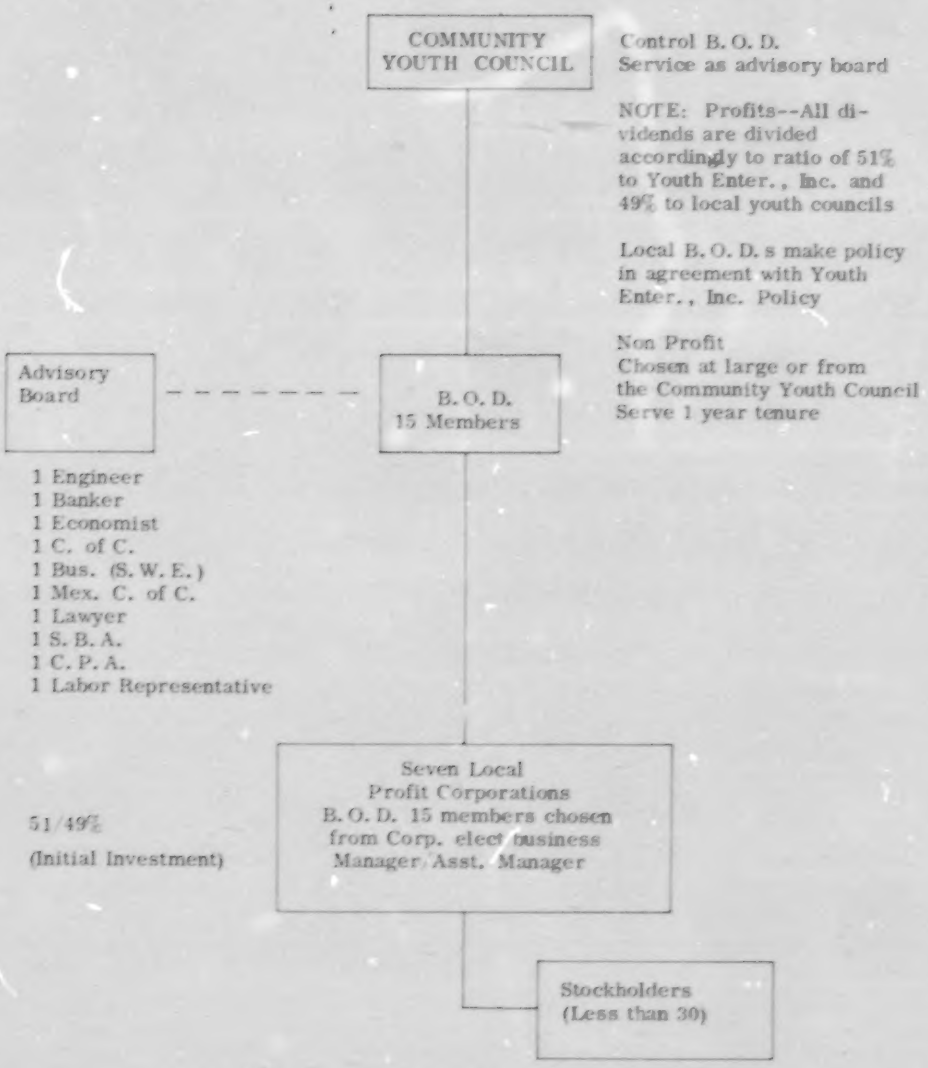
   _____

   _____

   _____

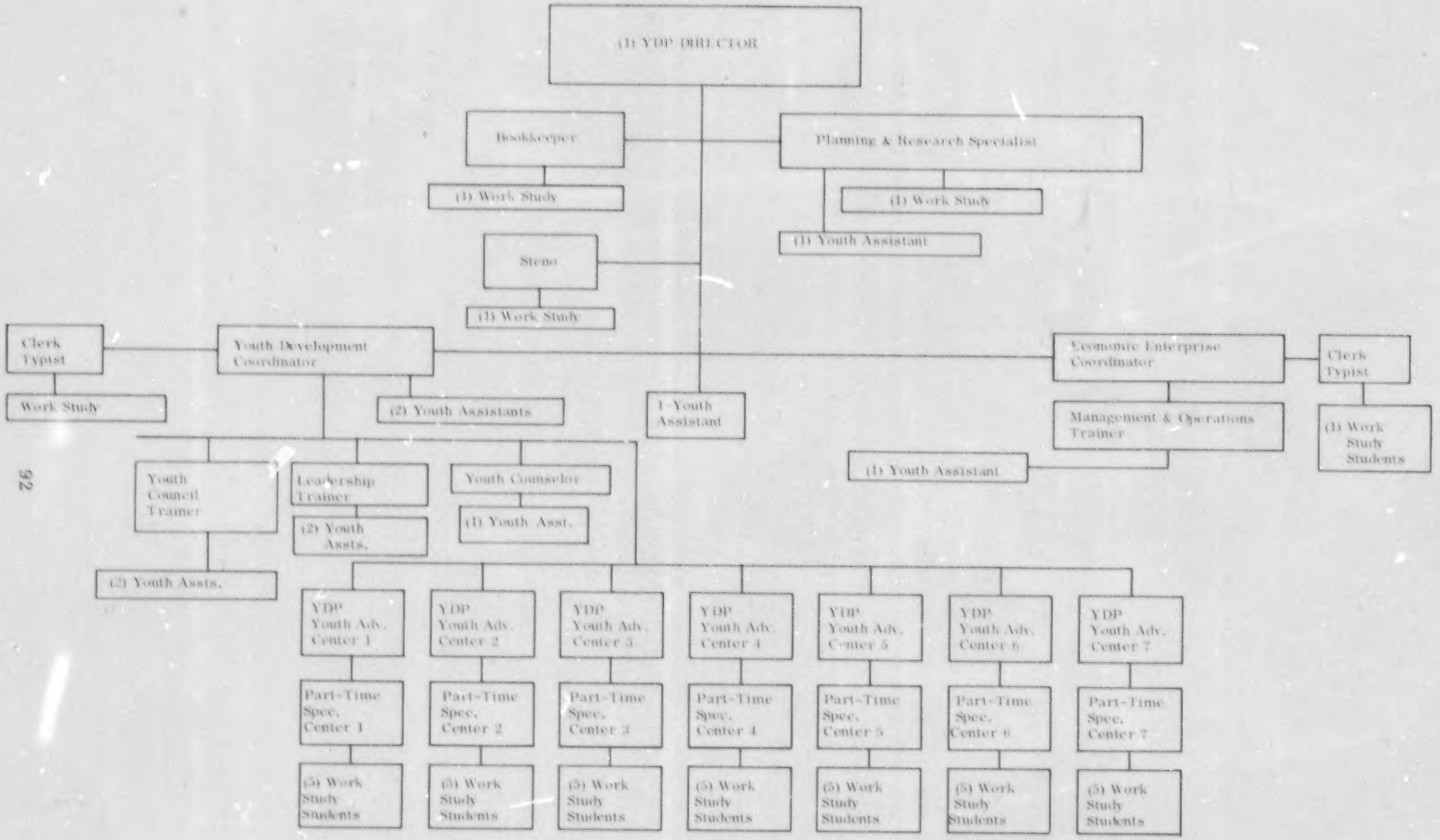
APPENDIX V

YOUTH ENTERPRISES, INC.


COMMUNITY YOUTH COUNCIL
Control B. O. D.
Service as advisory board
NOTE: Profits--All dividends are divided accordingly to ratio of 51% to Youth Enter., Inc. and 49% to local youth councils
Local B. O. D. s make policy in agreement with Youth Enter., Inc. Policy
Non Profit
Chosen at large or from the Community Youth Council
Serve 1 year tenure
Advisory Board
B. O. D. 15 Members
1 Engineer
1 Banker
1 Economist
1 C. of C.
1 Bus. (S. W. E.)
1 Mex. C. of C.
1 Lawyer
1 S. B. A.
1 C. P. A.
1 Labor Representative
51/49%
(Initial Investment)
Seven Local Profit Corporations
B. O. D. 15 members chosen from Corp. elect business Manager, Asst. Manager
Stockholders (Less than 30)

APPENDIX V

Job Corps
Job Trng. Program
Placement Job
Project
Project
Project
Project
CEP Job
Employment Service Referral
Direct Employment YDP
Direct Employment Other
College Planning Guidance Service
Career Planning Guidance Service
Teen-Age Youth Stu. Program
Youth Tutor Youth (YTY)
Employment Counseling
Employment Counseling
Employment Counseling
Employment Opportunities
Management Training
Leadership Training
Youth Council Training
Economic Enterprises
Management Training
Leadership Training
Youth Council Training
Educational Opportunities
Management Training
Leadership Training
Youth Council Training
Drop-out
Certification Orientation Enrollee Assigned
Drop-out
Recruitment



SANYO, INC. YOUTH DEVELOPMENT PROGRAM ADMINISTRATIVE STRUCTURE

Wateree Youth Development Council
Contact: Thomas Dawkins
Telephone: (803) 775-4354

CAA: Wateree Community Action, Inc.
Post Office Box 1251
225 West Liberty Street
Sumter, South Carolina

Program Emphasis: Comprehensive Multi-Component, Two County Program

I. PROBLEMS PROGRAM ADDRESSES

The major emphasis of the youth program of Sumter and Kershaw Counties is to help low-income youth secure employment and to expose them to an organizational structure and process that gives youth a sense of belonging. Problems of unemployment, of having much free time but no leisure channels for using this time, and of being isolated from the social and higher educational activities of the area have affected these counties' youth as they have affected youth throughout the United States. The YDP provides the process for alleviating some of the problems of the youth and for implementing and successfully reaching the goals stated in the by-laws of the Wateree Youth Development Community Council:

1. To utilize the adult advisors.
2. To uproot and destroy the communications barrier between the youths and adults, and develop a better understanding between the two groups.
3. To prove our worth as responsible citizens.
4. To plan and implement wholesome activities for all youths through adult supervision.
5. To provide youth services for the community.
6. To enable youths to help themselves.
7. To provide job opportunities for the youth.
8. To organize the youth in becoming a working segment in our community.

II. PROGRAM GOALS

An estimated 610 target area youth will benefit by active participation in the youth program. Primary concerns of the Youth Development Program are:

1. To provide the Youth Council with leadership training and practice in small business management and operation and also in leadership.
2. To develop and operate an economic development project called "Operation Fix-It."
3. To provide motivation scholarships and travel grants to low-income disadvantaged and delinquent youth.

The specific benefits sought from participation in the youth program are:

1. To gain youth employment through existing services in the counties.
2. To gain valuable youth training experience in management and leadership.
3. To enable youth to continue to upgrade themselves after the project is discontinued, and gradually effect a change in the overall outlook of youth.

III. BACKGROUND

As a bi-county Community Action Agency, Wateree Community Action, Inc. must service the inhabitants of both Sumter and Kershaw Counties. Although Kershaw County covers more area than Sumter, Sumter's population is double that of Kershaw's. 79,425 Sumter citizens reside within Sumter's 665 square miles of Kershaw County. The minority population of Sumter is 33,281 and 11,113 for Kershaw County. The black urban residents of Sumter exceed 33%.

Unemployment and crime are two problems primarily affecting young people of the area. The unemployment rate for youth of both counties has exceeded 25% in previous years, an average above the national youth unemployment rate. Unemployment, while affecting both black and white youth of the area, has increased by 66% among the blacks. The jobless rate among black males and females is about equal, but more white males are unemployed than females.

Some 8,000 youth residing in the target areas designated by the CAA are known to be below the poverty line. Their most pronounced needs are food, clothing, money, and a sense of belonging. The Juvenile Law Enforcement Division of the area has reported that 691 youths between the ages of 13 and 16 have been arrested in the past year. Shoplifting and petty larceny account for 75% of these crimes. To respond to this situation, the CAA scheduled a series of meetings to which the leaders of youth organizations were invited. The discussion centered on what was currently "going on in Sumter for youth development and to determine the adequacy of it according to what youth are saying and doing." An advisory committee was formed to present the ideas of the meeting to the city government for implementation. Because of the weakness of the committee membership, their initiative failed to affect the government.

The CAA then moved to mobilize county youth through the Neighborhood Youth Centers. Out of this effort, the Youth Development Program emerged.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Selection criteria for YDP participants are based on ages and economic status. Ages range from 14 to 25 years old, and at least 75% of the youth come from low-income families. Participation in the thirteen target area Youth Councils of Sumter County ranges from 25 to approximately 250. Of the 860 youth registered in the target area Councils, 400 of the youth are between the ages of 14 and 15; 275 are ages 16 to 21, and 185 are age 22 and above. Income for 360 of the youth ranges from $0 to $1,500, with 175 families of the youth receiving welfare maintenance. The race-sex composition of the target area participants is 785 blacks and 75 whites; 350 of the youth are males.

The Target Area Youth Councils of Sumter County have adopted a set of rules to be signed as a contract by each participant in a particular council. This listing is given individual youth, and then signed as an acceptance of being governed by the rules of the Youth Centers (see Appendix A). Project activities by each target Council are not funded directly through the YDP allocations. Projects at this level stress fund-raising and volunteer contributions which will lead to cash pools for funding future Target Area Council activities. Skill training activities at the target level are staffed by adult volunteers from the county. A brief overview of target area activities served to demonstrate how projects can occur with limited or indirect allocations.

B. Structure of the Program

The Catchall Target Area Council, with an enrollment of 123 youths, sponsored a Teen Sewing Group. About 15 youth participated in this project with two volunteer staff instructors. Emphasis is placed on developing sewing skills to make clothing for the youth themselves and for others, to make a profit for the group. Another volunteer-staffed activity of this council is a party, receptionist, and organizer class. Twenty youth participate in the 6 to 8 week sessions in which the youth are trained to be party hostesses and receptionists. They are taught how to plan for large group parties and techniques for serving the group. After participating in the sessions, youth are successful in finding part-time jobs planning and hostessing parties for church groups, business organizations, and private citizens.

During the spring and summer months, youth who have taken vocational agricultural training in the area high schools, conduct a community gardening service center. Ten youth are on call to test soil, to suggest fertilizers and seeds for planting, and to plan an economical home garden. The youth are linking with Community Processing Aides (a local community service group) to can and freeze vegetables obtained from demonstration gardens. These vegetables will be made available to low-income families.

Long range projects such as construction of playgrounds and swimming pools are supported through bingo parties. One such bingo party netted $125 on donated prizes. The Catchall Teen Group has solicited turkeys and vegetables at holidays to be distributed to needy families; they have cut and hauled wood, painted houses inside and outside; made and hung draperies, and dozens of other household tasks for senior citizens in their area.

Although the YDP is a bi-county program, only five youth councils have been organized in Kershaw County. Each county is assigned a youth coordinator who is directly responsible to the YDP Director. (See Appendix B)

The Community Youth Council is composed of 63 members--39 from Sumter County and 24 from Kershaw. The activities sponsored by the council are as follows:

1. An offshoot of the previously operated "Operation Fix-It" program which the CYC attempted is the Toy Hospital. Ten bicycles from Shaw Air Force Base families, and approximately 10-15 bikes from community families were solicited for repair and resale. Used parts from some of the donated bikes and parts purchased with YDP funds went together to produce 25 functional bikes. Other small toys were remodeled and fixed for distribution and resale. The American Legion provided space for the entire operation. Two adult volunteers with mechanics and repair skills assisted the youth in their project. The Toy Hospital's peak period of activity is around Christmas.

2. Scholarship and Travel Grants are offered to low-income, average and below average elementary and high school students to enhance their desire to learn and explore. The size and number of scholarships and extent of travel depend on donations from organizations, businesses, and institutions.

3. Race Heritage consists of two council-sponsored activities. The first endeavor is an essay contest entitled "What My Heritage Means to Me" and the second, an information brochure which will be a comic book depicting Black History.

   Any area youth can participate in the essay contest to compete for prizes. The essay contest was held and winners were selected. Morse College provided a $400 scholarship as one prize, and Clemson College will provide another prize. Teachers from the local high schools and colleges judge all entries to the contest.

4. Social Action consists of youth from both the Council and target area who study voter education information from the Voter Education Program and work closely with precinct leaders organizations and their political concerns. They assist with voter registration and participation. Fifty people have been registered to vote thus far.

   The Community Youth Council works through the City Housing Authority and private housing projects to reach the elderly in order to help them with chores and to provide them information which can benefit them. The Council publishes a mimeographed information booklet concerning jobs that are in demand in lesser-known career fields. Council and target area club members receive a free copy while others may receive one for fifty cents.

   The Council sponsors Teen Talk Sessions focused on special concerns of youths. The sessions are held in homes of youth in groups sizes 10 to 12. Adults may register to attend but must listen rather than talk.

   The Council also sponsors a scrapbook contest for the elementary children of special education classes. The scrapbook must be done by teams and the theme will be "candid acts of good relations in my school." The Council will present a patriotic television production over the local Television Station. Through acting, talking, and singing set to the theme "My Nation," the spirit of belonging will be conveyed. More than fifty youths will participate in this production.

5. Evaluation and Planning assesses how well the program is meeting its objectives and purposes, and is a regularly scheduled activity of the staff and council. The director, coordinators, and Council members draw on feedback from the advisory committee (which is composed of the adult advisors to the Target Area Councils), target area club members and program participants. Communications from employers of youth is a vital source of information to be utilized. Each Target Area Council establishes an evaluating team composed of persons from Target Area Council, the Council Members, and adult advisors. The team's evaluations are submitted to the YDP Director as a summary of activities and as recommendations for establishing program priorities.

In addition to the above activities, the Community Youth Council had planned to link with Project T-Square as a source of providing skill training to YDP youth. The project which was administered by the South Carolina Economic Opportunity Board, Inc. with a skill center located in Sumter, has been defunded, however. This represents the loss of participation in training sessions in welding, carpentry, masonry, food service, diversified occupations, and cashier-checker operations.

V. FINANCIAL AND HUMAN RESOURCES

The total allocations for the YDP efforts for the two counties is $21,670. Volunteer efforts amount to an additional $4,397.

APPENDIX A

RULES GOVERNING THE CATCHALL, REMBERT, & WILLOWGROVE CENTERS

1. To become a member of the Youth Council you must receive and sign a copy of the rules governing the Center.
2. Each person must sign in as he or she enters the building.
3. Membership cards will be issued to each member with names and numbers.
4. No one will be allowed in to any social function without a card unless he or she is vouched for by a member who will be responsible for his or her conduct.
5. No girl will be allowed outside of the building unless she signs out and leaves the grounds.
6. No weapons will be allowed in the center or on the grounds.
7. A Security Group will be selected to check and see that the rules are carried out.
8. All cars must be parked in an orderly manner inside the gate.
9. Indecent dancing will not be tolerated.
10. No alcoholic beverages will be allowed in the center or on the grounds.
11. No profanity will be allowed in the center or on the grounds.
12. Anyone destroying property in the center or around the center will be charged for it.
13. Any person violating these rules will have to meet with the Security Group and the Adult Advisory Group.

_____

Member's Signature

_____

Date

APPENDIX B

Youth Coordinator Job Description
Kershaw & Sumter Counties

1. Must retain the essential task of functioning as the coordinator, primarily informal guidance and counseling-supervising. On-the job training, how to get and handle a job, and pointers on special cultural and educational projects in the County.

2. To see that the OEO Youth Development Program policy and work program are adequately carried out.

3. Assist the target area clubs to get organized and established on area and central levels.

4. Make contacts in the county to introduce the program and to solicit support.

5. Form an advisory committee and provide training and resources for its members.

6. To assist the Youth Council in establishing goals, inventorying resources, developing plans and evaluating results.

7. To plan and attend meetings day or night, as necessary.

8. To promote, develop, expand and organize youth programs in the County to insure positive effectiveness for young people.

9. Keep close relationship with businessmen, educators, labor unions, state and local government agencies, private social agencies, churches and civic organizations.

10. Establish solid working relationship between those agencies and clearly define the objectives of the group as related to the target area set as priorities.

11. To innovate ideas that will involve the youth and community at large.

12. Keep records which will allow anyone else coming into the program to understand where you have been, where you are, where you are going, and how you are doing.

Perelandra Youth Center
1941 Riverside
Hoquiam, Washington
Contact: Larry Cush, Director
Telephone: (206) 532-3020

CAA: Grays Harbor Community Action, Inc.
P. O. Box 187
Aberdeen, Washington 90520

Program Emphasis: Human Resource Development; Education

I. PROBLEMS PROGRAM ADDRESSES

A very definite need in the Grays Harbor area is to provide training alternatives to the large number of poor youth who have dropped out of school, or have no skills, or employment, possibilities. Many youth have become deeply involved in drugs, and are alienated from traditional choices of education and job training. Hence program components needed to be developed to provide constructive involvement for these youth.

The Perelandra Youth Center meets this challenge by first offering an environment that is not hostile or demanding, but is open and welcoming to anyone. Further, the instruction offered is in areas that the youth themselves have chosen. For those who wish to pursue a G. E. D., in addition to or instead of the skills training, tutoring is available on a 1-to-1 basis. For those who are not sufficiently motivated for crafts training or tutoring, a coffee house/drop-in facility is available for just meeting and talking.

II. PROGRAM GOALS

An intended overall program goal selected by the youth is to demonstrate that alienated and disadvantaged youth can achieve productive involvement in their community by participating in a program that they have helped plan and operate. As an example, detailed objectives for the tutoring program have been set, and performance will be evaluated on this basis -

- 20 dropouts to be tutored to pass the G. E. D. in one year.
- 15 potential dropouts to be tutored in English, math, and science to improve their grade point average by one point over a one-year period.
- 30 dropouts to return to school as a result of tutoring/counseling.
- 60 youth to participate in cultural enrichment activities.

III. BACKGROUND

Hoquiam and Aberdeen are adjoining cities in Grays Harbor County on the Pacific Coast of Washington, with a combined population of about 30,000 and an unemployment rate near 20%. Job training and income-maintenance programs are scarce, with the exception of Operation Mainstream and the Skills Training and Employment Program (STEP). The only higher-education facility in the area is Grays Harbor Community College. The open-port harbor is a major source of revenue and handles much foreign shipping. Some believe that this contributes to a readily available source of narcotics in the area. According to the CAA, Grays Harbor County ranks very high in the state per capita statistics relating to drug use, crime, school dropouts, and mental health problems.

The Youth Development Program in its current form began evolving when the CAA hired a new director. Before that, the program consisted of an unsuccessful drop-in center, and a planned but not implemented tutoring program. The Youth Development Program Director and a nucleus of 15 young people, aged 18 to 23, reassessed the program and decided to reshape it around their interests. This group began developing plans for a comprehensive youth program, based on instruction, production, and sales of crafts, with other components in G. E. D. tutoring and a drop-in facility. These plans led to the conclusions that a larger and better-equipped facility would be needed, and additional funding above the approximate $5,800 from the CAA would be necessary. These plans were written up in proposal form and submitted to various funding sources.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

Due to the size of the community and the nature of the program, the Youth Council is an area-wide representative group, rather than consisting of members from smaller neighborhood councils. It has prime

responsibility for direction of all Youth Center components. The Council meets every Saturday at noon, and meetings are open to all youth who wish to attend. The usual attendance is 10 to 15. In addition to participating in internal Youth Center decisions, such as a review of staff appointments, the Council elects one of its members to fill a voting position on the CAA Board of Grays Harbor Community Action Council, Inc.

B. Structure of the Program

1. The Coffee Shop/Drop-in Center, which is located in the same large building as the other components, serves as an important youth gathering place, and out-reach function. It is open from 2:00-10:00 p.m. on weeknights, and 2:00-12:00 p.m. on weekends. Light food service and free paperbacks and magazines are available. It is suitable for holding meetings, showing films, etc. Youth volunteers serve behind the counter, and perform general supervisory functions.

2. The Gift Shop, located in a room adjacent to the Coffee Shop, is the major outlet for items produced in the mini-industries program. A selection of handmade items, including belts, headbands, pottery, candles, vests, pouch purses, etc., are available at reasonable prices. Jobs such as gift shop salesmen, inventory managers, bookkeepers, etc., are used as work experience and training positions for youth in the program.

3. Mini-Industries/Craft Classes are available in a variety of crafts and trades:

   . leatherwork
   . weaving
   . pottery making
   . offset printing
   . candlemaking
   . jewelry design and construction
   . clothing design and fabric dyeing
   . entertainment arts (bands and light shows)

The classes are held in well-equipped rooms of the Youth Center. Many of the materials and supplies have been obtained at no cost from government surplus channels and equipment has been purchased through GSA (General Services Administration) at reduced prices.

The mini-industries program operates very much like any other skill training program: a qualified instructor gives general direction to the class, each individual works at his own pace, the instructor provides follow-up instruction.

The entertainment industry section is developing and marketing both local musical talent and light shows. A rock group and jug band are already in the performing phase, and plans are being made to produce recordings.

Business methods, marketing, and bookkeeping training, and experience also enter into the mini-industries program, not only in crafts, but also in arranging for engagements of the bands/light shows, and the printing operation.

Items produced in the mini-industries program are marketed through the Gift Shop, and other outlets in the area which take them on consignment. When items are sold, a commission of 30% is paid to the person who made the item. The remainder is retained by the Youth Center to cover expenses and to move towards the goal of becoming a self-sustaining operation. Within two years, it is hoped that the mini-industries program will be less dependent on the infusion of outside funds. Incorporation as a non-profit corporation is also planned, as this will add much flexibility in business operations of the mini-industries.

4. The tutoring program works with dropouts and potential dropouts who wish to pass the G.E.D. exam or to improve their school performance. Each enrollee works out an individualized program with his tutor, and all tutoring is done on a 1-to-1 basis, rather than in class format. Materials and texts are supplied by the Aberdeen School District. Besides schools, referrals are received through the Department of Public Assistance, advertising on radio, etc. Another G.E.D. program is available through the main office of the CAA, but consists of class instruction, and is oriented toward older individuals.

The tutoring program is funded through the Urban Rural Racial Disadvantaged program of the Washington State Department of Public Instruction. These funds provide salaries for (2) Certified Teachers and (7) Tutors. Other tutors are paid in part by the Operation Mainstream program.

C. Projected Activities

—to develop a training program for youth in the areas of gift shop management; perhaps two positions, one concentrating on sales and general management, the other on bookkeeping and financial management.

—to request assistance from Grays Harbor Community College in developing and supervising the above training positions. Perhaps a business student could be assigned to the Perelandra Center as part of his course work.

—to consider incorporating as a non-profit corporation immediately, rather than when the Center is self-supporting.

Incorporation would give more structure to the Center, which may be desirable. By-laws, an accounting system, Board of Directors, etc. would be utilized under incorporation.

Also, consideration is being given to incorporating all components together as a youth development activity, rather than as separate self-supporting units. In other words, the feasibility of depending on sales to cover all operating expenses vs. continuing to exist for the purpose of youth development, is being assessed. Those youth who learn crafts, develop bands, etc., could spin off, perhaps set up their own enterprises with initial help from Perelandra. Training and helping people may not be compatible with being efficient, being "profitable" and staying in business.

V. FINANCIAL AND HUMAN RESOURCES

The Perelandra Youth Center is located in an excellent facility, easily accessible to both Hoquiam and Aberdeen. The building, called Vasa Hall, was built by a fraternal organization, Order of Vasa, and thus has a large hall with stage, many meeting-sized rooms, kitchen facilities, and even living quarters. As mentioned, all of the youth program components, are housed in this one facility. Considerable remodeling and redecoration has been done by the youth, and work is now in progress to sound-proof the band practice room.

Rent on the facility, which is still owned by Order of Vasa, is $175 per month on a yearly lease basis, with 2/3 of utilities expenses paid by the owners. The members of Perelandra are interested in negotiating its purchase if in the future the Youth Center becomes completely independent and self-supporting.

The principal staff of Perelandra Youth Center consists of:

Director
Assistant Director
Secretary
Bookkeeper
(9) Mini-Industries Instructors
(2) Certified Teachers, Tutoring Program
(7) Tutors

This list includes salaried staff and volunteers. A number of staff members receive salaries from Operation Mainstream, NYC, and STEP, which are federally funded through Employment Security. These sources have allowed the Center to expand its paid staff and use scarce youth program funds for non-staff expenses.

The Perelandra Youth Center has greatly expanded upon the small amount of OEO Youth Development Funds available.

An approximate breakdown of current funding is as follows:

Source	Amount	Used For
OEO Program Account 59 Youth Development Program (Federal funds)	$ 5,800	General
Washington State OEO Local Development Funds (State funds)	$20,000	Mini-Industries Program
Washington Dept. of Public Instruction Urban Rural Racial Disadvantaged Program (URRD) (State funds)	$18,000	Tutoring, G. E. D. Program
" " " " " "	$ 2,500	Special Indian Crafts

The infusion of State Local Development funds and URRD funds resulted from proposals which were written by Perelandra members with assistance from the CAA, and sent to the state offices of OEO (SEOO) and Public Instruction in Olympia.

Perelandra is now planning and writing a proposal for an even more comprehensive youth program. This proposal will be submitted to the State's Law and Justice office, which disperses federal LEAA (Law Enforcement Assistance Administration) funds and will request approximately $70,000 for one year's operation. Emphasizing preventive and rehabilitative services related to delinquency, this proposal would strengthen the current program with added services in psychiatric social work and counseling.

The Perelandra YDP, through the CAA, has managed to bring Neighborhood Youth Corps Out-of-School program into the area. This opens more possibilities for paid positions in the program, such as for the youths in training as Gift Shop manager, bookkeeper, etc.

Youth Development Program
South Carolina Commission for Farm Workers, Inc.
P.O. Box 861 – 285 Meeting Street
Charleston, South Carolina 29402
Contact: Mrs. Leola E. Wallace
Telephone: (803) 722-8474

CAA: Charleston County Economic Opportunity Commission
1000 King Street
Charleston, S.C. 29403

Program Emphasis: Comprehensive Multi-Component, County Program

I. PROBLEMS PROGRAM ADDRESSES

Rural areas have almost no facilities, recreational or otherwise, to provide for meaningful youth involvement in community organizations and structures. Lack of youth centers accessible to youth or lack of transportation to existing youth activities in the city have deepened existent feelings of hostility and low personal worth.

In the city, youth activities are infrequent and largely inadequate for the greater numbers of younger citizens. Urban youth thus gather on street corners and city streets in large numbers. They have no outlets for their energies except in what the city streets have to offer.

Many young people who graduate from high school migrate north to seek employment and identity. They do not feel that opportunities exist for them in their city or rural environments. The Youth Development Program attempts to overcome these problems. The major thrust of the program is to develop outlets and structures (economic, educational, and cultural) for developing youth's interests and abilities. By structuring activities in target areas, the YDP efforts strive to lessen the need for transportation to the city, since youth centers are established within the immediate areas. Through small businesses and cooperatives, young people of the area find the opportunities for enhancing their economic and social levels.

II. PROGRAM GOALS

The intended consequences as projected by the young people of Charleston County during their initial planning meeting include:

1. Establish youth centers for meeting places where activities could be held;
2. Better transportation facilities to afford access to employment, social activities, and learning experiences;
3. Black leadership seminars, especially in rural areas;
4. Clear vacant areas for use as playgrounds;
5. Establish bookstores and lending libraries;
6. Establish and contribute to a newspaper serving the interests of youth;
7. Establish economic development and employment opportunities for young people over 18 years of age;
8. Organize buying clubs and cooperatives through the use of membership dues;
9. Provide for more facilities for recreation, such as bowling, movies, dances, etc.

These and other ideas were generated through open discussion at the Youth Improvement Organization meeting. At present, these ideas are being developed in area councils to be formalized for specific target areas, and then to become functional through the Community Youth Council. Initial translation of some of the priorities into programs has been made, as will be seen in Section IV, B.

III. BACKGROUND

Although located in an urban setting, the Charleston County Economic Opportunity Commission must service a rural disadvantaged population. Twenty-five percent of the county's land is distributed over swampland and island country. The 945 square miles of the county extend 110 miles up and down the Atlantic Coast and approximately 25 miles inland. Four of the county's townships are island districts, cut off from the mainland by intra-coastal

waterways. Farmland, comprising another 25% of the land distribution and decreasing in numbers by 27.4% since 1959, have increased in average size by 13.6%.

The city of Charleston, with a population of 66,945, provides an urban influence on the county. The latest rankings of seaports indicate that since World War II Charleston has moved from 65th in the U.S. for foreign commerce to 14th.

The 247,650 county residents are stratified diversely by income and age. This population figure reflects a 14.5% increase over the 1960 census. Of the 72,300 households in the area, 40.5% are maintained on incomes of under $4,000. 25.5% of the population have incomes below $2,999. School age youth (ages 5 to 19) comprise 31.8% of the total population. Youth between the ages of 15-24 are stratified as follows:

	white	non-white
Age 15-19	7,885	5,454 female
	8,617	5,800 male
Age 20-24	7,476	4,672 female
	9,628	4,450 male

To overcome the problem created by the geographic layout, the Youth Development Program's organizational stages were aided by the work of several agencies. As an outreach component, VISTAs, Mennonite rural missionaries, the Methodist Intercity League and Council, and local community volunteers were called upon to recruit the youth of the county. At the end of a successful summer recreational program, the CAA expanded its youth program to encompass a year-round program with other dimensions. Utilizing volunteer services, a county-wide youth meeting was called and an ad hoc Youth Improvement Organization was formed. This body began to coordinate youth activities and to draft a proposal for a Youth Development Program.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Councils

The YDP of Charleston County is composed of twelve Target Area Youth Councils. In order to augment the Youth Development Program, and carry out the ideas expressed by the youth of the county, each Target Area Council is responsible for developing and formulating program ideas appropriate for the specific community. Each Target Area Youth Council operates out of a center located within their communities. These centers serve as office space for staff personnel and working centers for project committees. All projects which are to be funded through YDP allocations must be presented to the Community Youth Council to become operational. Funding of a target area project is provided only after clearing the Community Youth Council and funds are received on a loan basis. The loan is repaid to the Community Youth Council on installments as the target project begins to generate income. Membership in the Target Area Youth Councils ranges from 50 to 300 and is restricted by age (14-25). Target Area Youth Councils meet weekly and more frequently as require. Each Target Area Youth Council elects two representatives to the Community Youth Council, who serve until replaced by action of a local group. Each representative on the Community Youth Council has one vote, but in case of a tie in voting, the matter under consideration fails. The council of Charleston County represents the youth of the county in the implementation and administration of the youth program. Project proposals requiring funding are presented to the county council through the Finance Committee which is composed of the Community Youth Council treasurer and four representatives from different councils who serve a term of four consecutive meetings of the council. All committee members are appointed by the Chairman of the CYC. The Community Youth Council meets every other Wednesday with at least seven Youth Councils represented as a quorum for official business.

The South Carolina Commission for Farm Workers serves as the delegate agency for administering the county YDP. The Commission, a state-supported agency, was selected because of its active youth programming prior to the organization of the CAA youth programs. One Community Youth Council member is seated on the Commission's policy board, a board of 37 members. The youth program and staff are subject to the policy of the Commission, as the YDP director and assistant director are SCCFW staff not CAA staff.

B. Structure of Program

Four primary project activities are supported by the Community Youth Council for service to the twelve Target Areas. Cultural arts activities encompass area libraries, Black history seminars, literary and current topic discussions and dramatic arts courses. A student-run and edited newspaper is also published by the youth program, to keep the Target Area Councils better informed of the activities and problems of each area of the

county. Ten issues a year are published and provide youth with an instrument for expressing their thoughts on controversial problems (i.e. school desegregation, policy discrimination and youth activities). The council also plans to establish economic development cooperatives. These co-ops could operate out of the local community centers. The youth envision these cooperatives as vehicles to allow them to develop buying clubs, credit unions, craft shops, and to market some of the products grown in rural areas. Two such projects have already been initiated. Palmetto Mailers, Inc. provide local businesses with desired publications or mail-out service. The enterprise was purchased by the Community Council with $3,500 funds and matched by $2,000 from the CAA. After the first six months of operation, the project has returned to the CAA the first installment of $500 on the loan. The management and operations from the previous ownership has carried over the YDP-operated project. Although no direct youth training or operation has occurred, the project is aimed at employing and training up to six or seven youths.

Another enterprise, in its infant stage, is the YDP craft shop. Craft classes are conducted by VISTA workers and craft supplies provided through YDP funds to generate items to be marketed through the craft shop. The original aim of the craft enterprise will be to instill in youth of the area the value (economical and cultural) of maintaining the college industry crafts indigenous to the area. Basket weaving and quilt and pillow sewing, are crafts which the YDP project seeks to maintain. These are crafts which have been handed down through generations. The baskets are woven from cane grown and processed in the swamps and islands. A VISTA worker provides the management training for the operation of the craft shop.

Perhaps the most active of the Community Youth Council projects is the Youth Employment Service. The project provides part-time jobs to students in school, after hours or on weekends. These jobs are mainly unskilled in such areas as part-time clerical help, answering phones, baby-sitting, cleaning, mowing lawns, washing cars, etc. The program also provides placement in some semi-skilled areas for young people who have partial skills in the fields of carpentry, electronics, masonry, painting, and plumbing. These services concentrate on small part-time or temporary jobs, but not exclusively, if more permanent jobs can be located. Training in the skill areas is provided by the South Carolina Commission for Farm Workers, Inc. self-help housing staff and volunteers with professional training and experience. The project is supported by four staff slots. Job development is promoted by one VISTA worker, while economic development assistance is provided by SCCFW employees. Two youth, a Neighborhood Youth Corps enrollee and a YDP-sponsored youth take job orders and match the register of youth against the job orders. Materials to perform the jobs (i.e. lawn mowers, paint brushes, mops) and transportation are provided by the youth project. The register of available youth has reach 1,099, while 87 of those registered have been serviced. Sixty of the registered youth have been placed in full-time employment. Since the service began operation, it has generated $5,133.45 worth of income for the youth served.

V. FINANCIAL AND HUMAN RESOURCES

The total YDP allocation for Charleston County is $52,200. Of this, $2,600 is directed at cultural activities to include target area libraries, and seminars mentioned earlier. The newspaper is supported with another $1,000, or $100 an issue for ten issues. Economic development and employment service activities utilize another $8,000 of the budget. The balance of the budget is used for project staff and overall administration. Volunteer support is extensive, both from community citizenry and service agencies such as VISTA, Mennonite Missionaries, and others. The delegate agency, South Carolina Commission for Farm Workers, Inc., provides in-kind contributions that amount to another $1,710. Office space and supplies, as well as a central meeting place for the Community Youth Council, are also provided through the Commission. Target area centers have been made available by local district government or private citizens.

Door-In-Door-Out
Family Billiard Parlor
Other Contacts: College View TAYC Outreach Director
Michael J. Fulcomer
Telephone: (303) 936-8295

CAA: Denver Opportunity, Inc.
1445 Cleveland Place
Denver, Colorado 90202

Project Emphasis: Business and Management Training; Job Training; Family Recreation

I. PROBLEMS PROGRAM ADDRESSES

This program is attempting to solve four major problems:

1. The lack of employment for youth.
2. The need for recreation facilities and services for youth.
3. The need to develop work experience sites for youth in a supportive atmosphere.
4. The need to increase council-generated income to be able to expand operations.

II. PROGRAM GOALS

The number one priority of this project is to develop a self-sustaining work experience site for the youth involved in the YDP.

The second priority is to provide a recreation center for the youth of the target area, where they can be comfortable in the knowledge that it has been designed for their enjoyment.

The third priority is to develop a sense of accomplishment among the youth working in the center, and to encourage the idea of youth working to solve their own problems.

The fourth goal is to make a profit from the billiard parlor which can be used to develop more projects to serve the target area youth.

If any or all of these goals can be met, the youth of the target area will have recreational and employment opportunities previously not available to them. It is hoped that some of the youth who work at the center will be placed in jobs in leisure and retail sales occupations. An obvious fringe benefit of the project will be gained by the greater community since the youth will have a place to go where they will be engaged in constructive activities. Many residents of the community have activety supported the project for this reason.

III. BACKGROUND

A. Description of target area

The College View target area is a low density, semi-rural area on the extreme southwest side of the City of Denver. Until very recent years it was a predominately low and moderate income residential area, with light industry along the railroad tracks traversing north and south on the eastern edge of the district, and strip commercial development along several major four lane highways. With the rapid population growth the Denver metropolitan area has experienced in the past five to ten years, land values have increased dramatically, and the area has become increasingly suburban in nature. Recently built middle income housing tracts, new shopping centers, and scores of garden type and mid-rise apartment buildings, some recently occupied and many still under construction, proliferate throughout the area. The appearance is of a relatively prosperous booming suburban area. The appearance of College View is deceptive, however.

Many of the side roads present scenes of frantic public sector activity as dirt roads are paved and sewer lines are installed. But these are not all vacant areas being prepared for new housing developments, but long neglected large pockets of semi-rural poverty. A population of several thousand low income people reside in these pockets, living in very small, sub-standard single family units. Many of these units are without indoor plumbing, and more than 50% of the families live on less than $5,000 a year. About 25% of the population is Chicano, about 2% is Black, and the remainder Anglo. 20% of the streets in the entire area are unpaved, and more than 1/3 of the area has no sidewalks.

B. Problems and Unique Factors in the Target Area

Nearly all of the problems in the College View area are related to its semi-rural, but suburban, character. There are few employment opportunities in the immediate vicinity, and very little in the way of community services, since it is a low density area.

Given the moderate to middle income characteristics of the growth in the area, these services and opportunities are not likely to improve, except in the specific areas such as sewers and streets, which are needed to attract the new population. The one employment area which is improving is the retail sales sector. No doubt some services will be improved as the area moves from its long neglected status to one of higher priority with the shift in population characteristics, but this will be primarily a "trickling down" effect and not aimed at the low income population.

C. History of Social Service Efforts for Youth

There have been no youth programs at all in this area prior to the YDP. There is no YMCA, no Boys' Club, and no public recreation facilities of any sort. This area has lacked even the traditional social service and recreation opportunities until the recent influx of middle income families.

D. Development of the YDP

In view of the neglected status of this target area, and its obvious need for youth programs, it was selected as a target area by the CAA and as a site for a YDP project. The YDP staff in College View have fought a continual battle against the apathy of the community and the youth, starting out with a drop-in center located across the street from the local high school. Using the center as an organizing base, they developed a multi-racial Target Area Youth Council, with an original focus on developing recreational programs for low income youth. As the council has gained experience and provided some basic services, it has branched out into job development, recognizing the need for youth job training and work experience sites for youth. It was at this point that the council began to look for ways to sponsor its own work sites.

IV. ORGANIZATION OF THE PROGRAM

A. Youth Council

The youth council was elected by the youth participating in the activities of the College View Youth Center. There are currently six council members, two Black, two Chicano, and two Anglo, ranging in age from 15 to 18. Two members are girls. Bi-weekly meetings are held at the Youth Center which are open to all youth in the target area. About a dozen youth were involved in planning the program, and their involvement has been extensive, ranging from selecting the project to locating a building and renovating it.

B. Structure of the Program

About 75% of the 50 participants in the program are male. The participants range in age from 14-19, with the majority 15-17. Of these, about 12 males participate in the billiards project, maintaining the center, making change, and overseeing general operations. One youth at a time is assigned as manager of the operation, and usually works a four hour shift. The staff at the parlor is currently all volunteer, in an effort to increase revenues in the early stages of the project, until original capital outlays are recouped. Several youth are being trained to do the bookkeeping.

The staff of the project meet weekly to evaluate the progress of the program, and periodic reports are submitted to the Youth Coordinator. The Denver YDP is currently seeking assistance in marketing and bookkeeping training from area universities.

V. FINANCIAL AND HUMAN RESOURCES

Of the three major cost categories expected in a program such as this, the youth council has only had to pay facilities costs. All staff costs are in-kind except for the youth center outreach director, who oversees the billiard parlor. He spends a minimal amount of time in the parlor, and his salary is paid from the general budget of the council, rather than this project budget. There was no capital outlay for equipment, since all of the pool tables and pinball machines are coin-operated, and are installed and maintained by a vending machine company. The split on revenues is 55% to the council, and 45% to the company. The only costs for starting the program

were four months' rent and utilities, renovation of the facility, and nominal fees to acquire the city and State licenses required. (It is important to note that each State and city is likely to have its own laws concerning minors utilizing such coin operated machines.)

The total annual budget for the College View Youth Center if $19,484, with $3,525 available for project implementation. The annual budget and the budget for operating this project for four months are attached, along with a copy of the agreement with the vending machine company.

In-Kind services include the time of the youth operating the parlor and their time in renovating the building. In addition, the renovation was supervised by a local building remodeling contractor whose time was also donated.

BUDGET

COLLEGE VIEW YOUTH CENTER
2998 So. Federal Blvd.
Michael Fulcomer - Outreach Director

PERSONNEL

1.1 Salaries & Wages	Cost		
1 Outreach Director	$7,874		
TOTAL, SALARIES & WAGES		$7,874	
1.2 Fringe Benefits			
FICA - 4.8% x $7,800	$ 378		
Workmen's Comp. - .0011 x $3,000 x $7,874	4		
Unempl. Comp. - .012 x $3,000	36		
Hosp. Ins. $22.25/mo. x 1 person x 12/mos.	267		
TOTAL, FRINGE BENEFITS		685	
1.3 Consultant & Contract Services			
2 Outreach Aides - 12/mos. 15/hrs/wk. x $2/hr.	$2,040		
TOTAL, CONSULTANT & CONTRACT		$2,040	
2.2 Space Costs and Rental			
Building rental - $200/mo. x 12 mos.	2,400		
Utilities $25/mo x 12/mos	300		
TOTAL, SPACE COSTS & RENTALS		$2,700	
2.3 Consumable Supplies			
Office Supplies - $10/mo x 2 persons x 12/mos.	$ 240		
TOTAL, CONSUMABLE SUPPLIES		$ 240	
2.4 Rent, Lease or Purchase of Equipment			
TOTAL, RENT, LEASE OR PURCHASE OF EQUIPMENT		200	
2.5 Miscellaneous (Other)			
$10/mo., 2 mtgs./mo. x 15 persons x 12/mo.	$1,800		
Telephone - $35/mo x 12/mo.	420		
Project Implementation	3,525		
		$5,745	
TOTAL, COLLEGE VIEW -SW YOUTH CENTER BUDGET			$19,484

BUDGET

Rent - 4 months x $185.00	=	$740.00
Utilities - 4 months x $35.00	=	140.00
17 8' x 4' paneling $5.76	=	97.92
5 gals. paint @ $4.99 gal.	=	24.95
2 lbs. cement nails @ 50¢ lb.	=	1.00
30 2 x 4's x 74¢	=	22.20
2 lbs. finishing nails @ 26¢ lb.	=	.52
TOTAL		$1,026,59

MONTHLY EXPENDITURES

Rent		$185.00 Mo.
Utilities		35.00
	TOTAL	$220.00

SALARY - Commission 20% of our gross

MAINTENANCE OF EQUIPMENT
taken care of by American Music -0-

FACILITY MAINTENANCE (Services Volunteered) -0-

WEEKLY INCOME BY PAST MANAGER

($250.00 week x 4 weeks = $1,000.00 Mo. Total Income)		$250.00
Our per cent 10% off the top =		100.00
then a 50-50% =		450.00
	TOTAL	$550.00
Minus =		220.00
Total Profit		330.00

Also to insure that we are able to have enough capital the American Music is going to give us the total amount of money from all machines for one week for the first three months of operation. (See attached)

We are planning to do some remodeling to the inside and outside of the building.

We plan to panel the inside walls and paint the outside all of the work is going to be done by the youth so we won't have to pay any contractors fees. All the time put into the remodeling will be inkinded time and documented as such.

If during the first four months of operation we cannot show substantial gain, the project will not continue past the projected period.

It is our desire that this project be funded for the period of time noted.

AGREEMENT

This agreement made this _____ day of _____ 1971, between American Music/Amusement Company, Inc. County of Adams, State of Colorado herein after referred to as Owner and _____ D. B. A. _____ herein after referred to as User.

Owner agrees to install and maintain all coin-operated equipment located at _____ _____.

Owner will open coin boxes from time to time in presence of user or his representative and divide money taken from boxes as follows. User will receive ten per cent of total money with balance to be divided fifty-fifty.

User agrees that during term of this agreement no other form of coin-operated equipment provided by other owner will be permitted without owner's written consent.

The term of this agreement will run two years from date of this agreement or until user goes out of business, which ever comes first.

Dated and signed at Denver, Colorado this _____ day of _____ 1971.

America Music/Amusement Co., Inc.

by _____
Owner

_____
User

In consideration for signing this agreement, User will receive all monies taken from machines for one week each month for the first three months in business.